

2021

Annual Report



صندوق تطوير وإقراض الهيئات المحلية
Municipal Development & Lending Fund



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Municipal Development & Lending Fund

لحياة أفضل

2021 annual report

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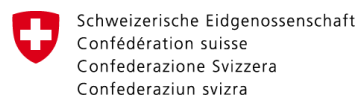


Annual Report 2021

Municipal Development and Lending Fund (MDLF) - Palestine

LOOKING AHEAD: INTENSIFYING OUR COMMITMENT AND SCALING OUR SUPPORT

Feb 2022





Our Vision

Efficient and effective local government units that contribute to achieving a better life for citizens.

Our Mission

A national organization that strives to translate the local government policies into sustainable development programs by managing the funds effectively.

MDLF Values

Transparency	is	Our policy
Professionalism	is...	Our identity
Accountability	is...	Our strength
Credibility	is...	Our principle
Scientific method	is...	Our approach

Our Strategic Themes

- Empowerment of LGUs and enhancement of its responsiveness
- Strengthening MDLF institutional development
- Empowerment of vulnerable communities and enhancement of its resilience

To Our LGUs

It is our promise to demonstrate our persistence to help create more efficient and effective local government units, and improve the lives of our citizens.



Glossary

AFD:	French Development Agency
APLA:	Association for Palestinian Local Authorities
BOD:	MDLF Board of Directors
COA:	Chart of Account
DCF:	Donor Consultation Forum
EC	European Commission
ESMP:	Environmental and Social Management Plan
ESMF:	Environmental and Social
EOI:	Expression of Interest
FARV:	Fixed Assets Registration and Valuation
FAO:	Food and Agriculture Organization at the United Nations
FPPM:	Financial Policies and Procures Manual
GD:	Government of Denmark
GIZ:	German Technical Cooperation
GSWMP:	Gaza Solid Waste Management Project
HIMI:	High-Impact Micro- Infrastructure Project
ICUD:	Integrated Cities and Urban Development Project
IFMIS:	Integrated Financial Management Information System
JEDCO:	Jerusalem District Electricity Company
JSCs:	Joint Service Councils
KFW:	German Development Bank
LDP:	Local Development Program
LGRDP:	Local Government Reform Development Program
LGUs:	Local Government Units
MDLF:	Municipal Development and Lending Fund
MIS:	Management Information System
MOLG:	Ministry of Local Government
MOF:	Ministry of Finance
MOPAD:	Ministry of Planning and Administrative Development
NDP:	National Development Plan
PCU:	Project Coordination Unit
PGMIS:	Project Grant Management Information System
PNA:	Palestinian National Authority
PRDP	Palestinian Reform and Development Plan
RHC:	Regeneration of Historical Centres
SDIP:	Strategic Development and Investment Plan
Sida	Swedish International Development Cooperation Agency
SMDN:	Support to Municipal Development for Northern West Bank
TOR:	Terms of References
UPFI:	Urban Project Finance Initiative
WBG:	West Bank & Gaza



Board of Director (BOD)

Mr. Magdi Al-Saleh	Chairman of the Board, Minister of Local Government
Mr. Iyad Zitawi	Board Member, Representing Palestinian Monetary Authority
Mr. Ali Shaheen	Board Member, Representing Ministry of Public Works and Housing
Ms. Mohammad Rabi'	Board Member Representing Ministry of Finance and Planning
Ms. Areej Odeh	Board Member Representing Civil Society Organizations
Ms. Nadia Habash	Board Member Representing Engineers Association
Mr. Musa Hadid	Board Member Representing Association of the Palestinian Local Authorities (APLA)
Mr. Jihad Khair	Board Member Mayor of Beit Sahour Municipality (Representing the Municipalities)
Mr. Abdel Kareem Zubaidi	Board Member Mayor of Salfeet Municipality (Representing the Municipalities)



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A Message from the Chairman of the BOD

As a Minister of the Local Government, and as the Chairman of the Board of Directors of the Municipal Development and Lending Fund “MDLF”, it is with great pleasure to present the MDLF Annual Report for the year 2021. The Municipal Development Program is considered the best available effective tool that translates PA’s policies and strategies into a concrete financing mechanism to support municipalities. The importance of MDLF has grown as a distinctive Palestinian initiative in administering international aid and distributing regular grants across municipalities fairly and transparently. Adding to that, MDLF has become a unique vehicle in recruiting international assistance collectively from several donors to support number of programs for local governance development.



During 2021, the MDLF kept the momentum of implementing its portfolio and addressed issues which included infrastructure work and capacity building activities. During 2021, “MDP”-phase 3 has been implemented with satisfactory progress and accomplishments in the field considering the implementation challenges in the context of COVID-19 pandemic.

We believe the first step towards improving municipal services is having a well-managed and more accountable local government units. The cornerstone of MDP is the way it links the municipal infrastructure allocations with the municipalities’ performance. MDP provided technical capacities to the municipalities in aspects of operation and maintenance, planning and financial management, among many others.

Ever since the “MDLF” Law was passed by H.E. President Mahmoud Abbas, the status of MDLF has summited. We value MDLF’s full alignment with the national policies and agendas established as part of the overall efforts meant to ensure reform, transparency, and efficiency, which are crucial to develop a viable, sustainable Palestinian state. The Palestinian Government has always focused on integrating local economic development and the inclusion of vulnerable communities within its policies, agendas, and strategies; both pillars are successfully addressed by MDLF interventions.

MDLF extends its support and improve the quality of life to residents of area “C” which represents an important part of the occupied Palestinian territory and its sustainable social and economic development is essential for the viability of a contiguous future Palestinian state.

In the coming 2022 year, MDLF is poised to all municipalities in West Bank and Gaza as they step into deep systemic change and progress. We are more committed than ever to partner with municipalities to build economically, environmentally and socially vibrant communities. That’s the triple bottom line that guides everything that MDLF does. It is worth noting that all these achievements would not have been reached without the full support and commitment of H.E the President and the Central Government headed by H.E the Prime Minister Dr. Mohammad Shtayyeh towards the development of the local government sector. On behalf of the Palestinian government, and in my capacity as the Minister of Local Government, I would like to extend my sincerest appreciation to our development partners’ support which made our achievements possible.

Eng. Magdi Al-Saleh
Chairman of the Board of Director,
Minister of Local Government



A Message from MDLF Director General

I am pleased to present the 2021 Annual Report for the Municipal Development & Lending Fund. Throughout the year, MDLF has taken significant steps towards achieving its vision by engaging with stakeholders, taking an energetic response to emerging opportunities inline with government's priorities through the completion of key projects and programs.



2021 marked a year when the MDLF ventured into new territories, trying new approaches while remaining faithful to its primary obligations. We focused on our strengths, improved our operational performance thus achieved promising outcomes. We carried our success while bearing in mind having a responsibility towards our municipalities and the needs of our local society.

In response to the most severe public health and global economic challenge of our time, MDLF repurposed its capabilities and resources, galvanized its workforce and tapped its ethos for innovation to support LGU's that we are tasked with serving. MDLF succeeded to get commitment from Denmark, World Bank, KFW and the AFD for additional financing to the current Municipal Development Program-phase 3 as an emergency response to combat the impact of COVID-19 pandemic on municipal services. The specific purpose of the Covid 19 response is to generate short-term employment, to maintain local service delivery, and to improve resilience to the COVID-19 pandemic and crisis management. The target group of the AF are the estimated 3.7 million habitants of the 158 Palestinian municipalities, which represent around 75% of the total Palestinian population.

But we also realize that more needs to be done. Leveraging the power of public and private partnerships to support municipalities requires a paradigm shift, focusing on innovative and pioneering joint development projects. Looking to the future, MDLF will strengthen its lending and guarantee instruments alongside its grants and technical assistance making finance approaches and revolving funds available to a wider range of municipalities.

In a post-pandemic world, the links between implementing sustainable solutions and the economy are crystal clear. A green recovery would bring unparalleled economic benefits to every municipality across Palestine. As we approach our new strategy for the years 2022-2026, we have broadened our perspective to address some of the highest priority climate change-related issues and opportunities. These issues are all considered in the MDLF new strategy (2022-2026) which is endorsed by the Board of Directors, under which all MDLF interventions were clearly identified towards achieving MDLF objectives.

I would like to express my appreciation to all of our partners who supported MDLF mission towards a successful 2021. Also, I would like to thank H.E. Eng. Magdi Al-Saleh, Minister of Local Government the chairman of the board of directors, as well as MDLF staff and employees, for all the hard work they have contributed. I would like to express my appreciation to our financing partners for their full and continuous support as well as the municipalities and local government units who worked closely with MDLF for the benefit of the Palestinian people.

Finally, I say, solutions are here and municipalities are ready. MDLF has the tools and knowledge to help them grow. Let's move forward together.

Mohammed Al-Ramahi
General Director



SECTION ONE: ACHIEVEMENTS HIGHLIGHT





MDLF Support for Infrastructure Development Enhanced the Municipal Services Delivery

Since its' inception, MDLF strives to improve services delivery, and promote municipal efficiency and accountability. We believe that our work contributes to the building of our Palestinian State through improving the quality and quantity of vital services at the Local Government Units. The following is the cumulative accomplishments achieved until the end of 2021:



1,457 Km Roads were paved, developed and rehabilitated



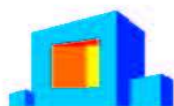
20 Km Electrical networks were rehabilitated



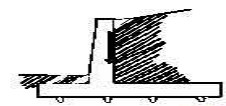
1,647 Electrical pre-paid meters were installed



46,199 Lighting units were supplied



141,518 Sqm Public buildings were constructed



44 Km Retaining walls were constructed



166,066 Sqm Parks and public gardens were constructed



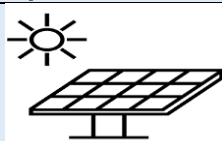
464 Km Sidewalks/shoulders were constructed



42,475 Solid waste containers were provided



236 Km Water networks were rehabilitated/constructed



1,827 Solar energy units were supplied



281 km Wastewater networks were supplied

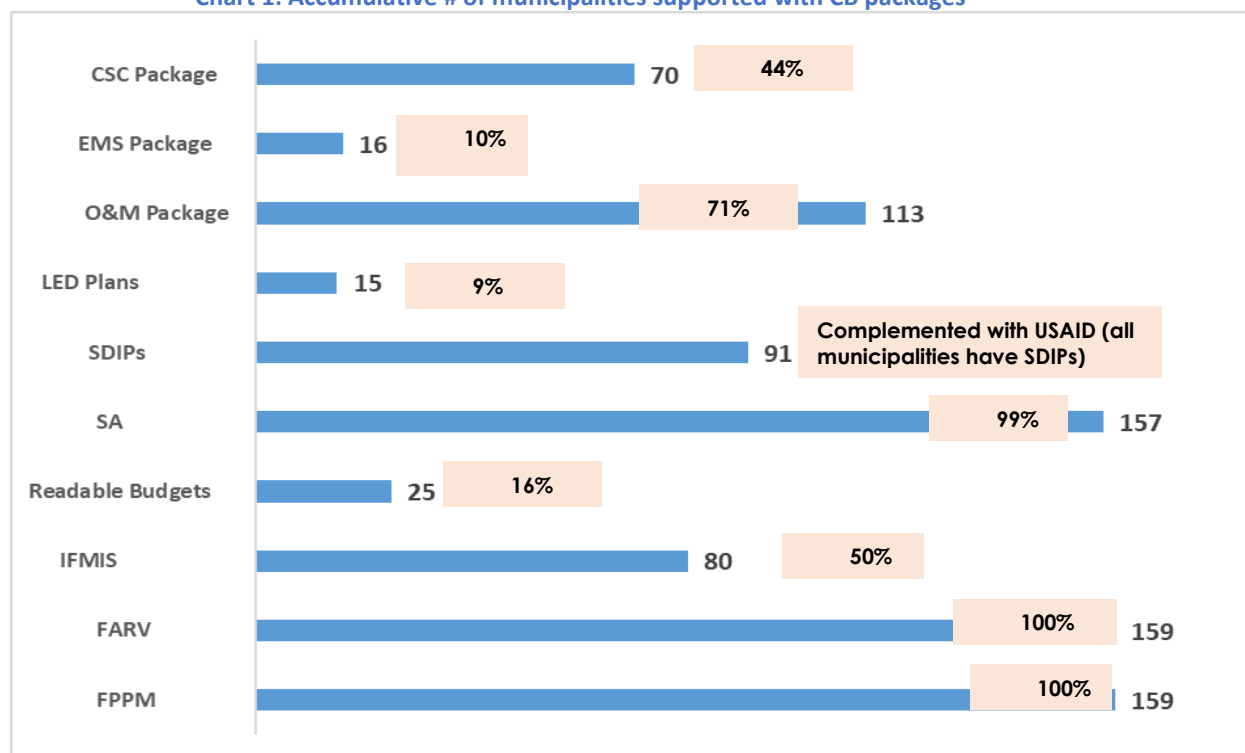


MDLF Proven Capacity Building Packages Accelerate the Path to Deliver Sustainable Solutions

The Capacity building packages delivered by MDLF, is a great example of its cohesive understanding for the importance of performing municipalities towards sustainable services delivery. Over the years, MDLF was able to support all municipalities with different capacity building packages to help them institutionalizing their work and to improve their graduation on the performance ranking ladder.

A number of capacity development packages at the municipal level have been implemented covering the planning, the financial management, the operation and maintenance and civic engagement as key elements of the reform and good governance. These packages include: Social Accountability initiative, Fixed Assets Registration and Valuation (FARV), Integrated Financial and Management Information System (IFMIS), Revenue Management Information System (RMIS), and E-municipality (EMS), as well as providing Operations and Maintenance (O&M) package, and furnishing municipalities with Citizen Services Centers (CSC) and preparing the municipal strategic plans (SDIP). Chart (1) below reflects the accumulative number of municipalities supported/being supported with CB packages under (MDP1, MDP2, MDP3).

Chart 1: Accumulative # of municipalities supported with CB packages

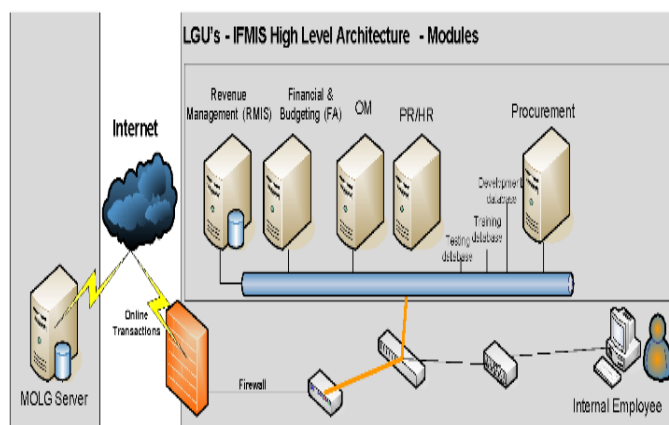
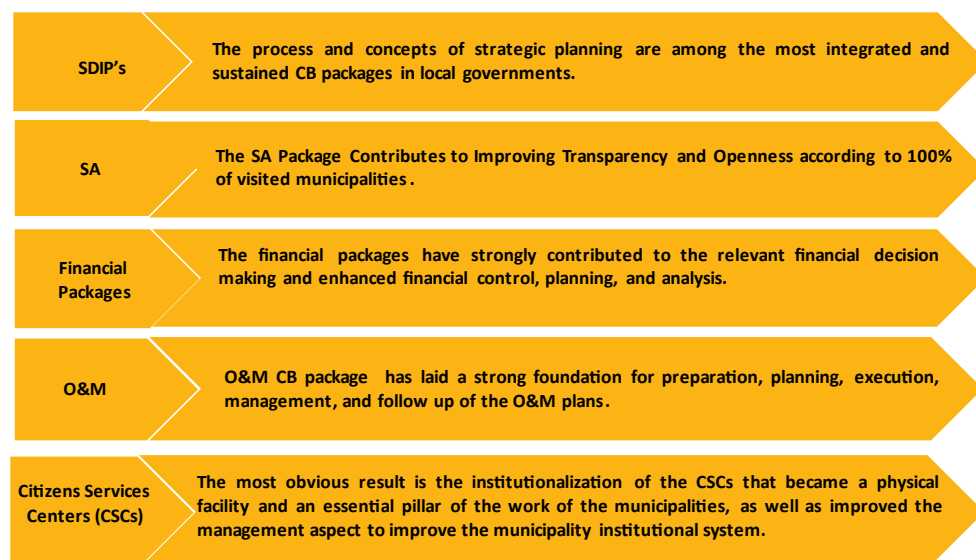




Capacity building Packages Evaluation: An assessment was conducted for the CB packages under all three phases of the MDP, to evaluate the process over time and how adaptations were built based on successes and lessons learned from the activities that were implemented.

The evaluation team satisfactorily assessed the efficiency and effectiveness of the CB packages in achieving the expected results. The evaluation confirmed that one of the strongest elements of MDLF CB packages is their relevance to the needs and conditions of the targeted municipalities as well as its relevance to the national policy reform agenda. There is strong appreciation of the performance-based approach taken in the implementation of the CB packages and its linkage with municipalities sub-grants. Through evaluating the effectiveness of the MDLF initiatives, it is clear that the capacity building training and support has been well received and integrated into the workflow and processes of the municipalities. Figure (1) below reflects the most important outcome per package as reported by the visited municipalities.

Major Delivered Outcomes for CB Packages





2021 Key Milestones

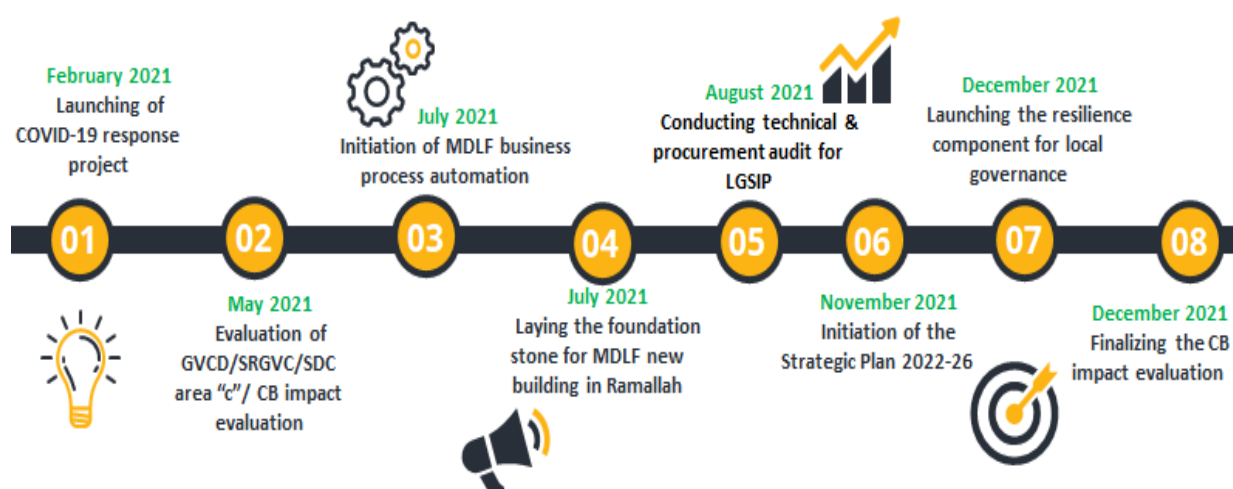
Roads	<u>157</u>	kilometres of roads were paved, developed and rehabilitated
	<u>5,666</u>	lighting units were supplied
	<u>9</u>	kilometres of retaining walls were constructed
	<u>89</u>	kilometres of sidewalks/shoulders were constructed
Water	<u>78</u>	kilometres of water networks were rehabilitated/constructed,
Wastewater	<u>77</u>	Kilometres of wastewater networks were rehabilitated/constructed
Public Facilities	<u>15,844</u>	Sq. meter of public buildings were constructed,
	<u>15,172</u>	Sq. meter of parks and public gardens were constructed.
Solid Waste	<u>23,805</u>	Solid waste containers were provided
Solar Energy	<u>1,827</u>	Solar energy units were supplied





Work Progress:

- MDLF worked during the year 2021 to update the strategic plan for the years 2022-2026. Throughout the following years, MDLF will track progress against the implementation plans for each action, informed by the targets set out in the SP.
- During the year 2021, MDLF laid the foundation stone for the its new building which will be located in Ramallah. This building is a result of MDLF's efforts over the previous 16 years, to complete institutional building, with the aim of enhancing its sustainability.
- During the year 2021, MDLF was chosen as one of the critical players in the local government sector across and beyond the Arab region to transfer its know-how and advice to the Arab and Islamic countries that are members of the Islamic Conference Organization. MDLF will provide developmental expertise and assistance with the aim of promoting South Cooperation and realizing the 2030 Agenda and its 17 Sustainable Development Goals. Furthermore, major development partners such as the Islamic Development Bank and the Palestinian International Cooperation agency (PICA) will cooperate in the implementing developmental projects with member states in the Islamic Cooperation.
- Signing an agreement to build and develop an integrated disaster risk management system in the West Bank and Gaza Strip. This agreement is part of the Municipal Development Program phase 3 (MDP 3) funded by several donors, and implemented through MDLF.
- Signing an agreement to establish a municipal slaughterhouse in Jericho with a value of EUR 3.5 million, funded by the French Agency for Development (AFD), and implemented by MDLF.
- Signing an agreement to support municipalities to recover from the negative impact of the Corona pandemic, with a value of EUR 53 million, funded by France, Germany, Danish and the World Bank. 158 municipalities benefited from this project, and 10,000 job opportunities will be created in various parts of Palestine.





Disbursement:

During the year 2021 the MDLF disbursed nearly US\$ 70 million of infrastructure, capacity building and innovative projects to all municipalities in West Bank and Gaza.

Institutional Development:

Automated Business Process

MDLF is in the process of transforming its business model through an electronic automated system to optimize the operations and increase productivity. This system will enable the organization to strategically model its business process to better monitor improvements and locate shortcomings.

Upgrading Systems

During 2021, MDLF upgraded the integrated HR and Financial systems that capture documents and disseminates knowledge internally and transforms it into institutional learning.

Workforce engagement - An engaged and responsive workforce

MDLF employees are the backbone of the organization and have worked tirelessly to support the organizations' response to the LGUs. In 2021, MDLF asked its employees for genuine feedback via a survey. **83 per cent** of responded staff to the survey, reporting positive working relationships across the departments and a greater sense of empowerment and autonomy that could lead to innovation in processes and systems. They also highlighted a need for more focus on professional development, performance management and workload. **The focus of our improvements for the year 2022** is organizational fairness, particularly relating to performance management and opportunities that enable growth of skills and knowledge and career development.





EXECUTIVE SUMMARY

The MDLF's overall development objective is to support LGU's to contribute to the development of the local governance sector by empowering local government units to be more responsive to citizens' needs in terms of service delivery and better accountability. The MDLF is structured around three main pillars that define the organization's mandate and work: (i) Empowerment of LGU's and enhancement of its responsiveness, (ii) Strengthening MDLF's institutional development, and (iii) Empowerment of vulnerable communities and enhancement of its resilience.

Remarkable progress

Over the few past years, we have been observing remarkable progress in the quality of municipalities' performance, as they transition away from their traditional role of service delivery to a greater role characterized by holistic, inclusive and long-term development planning, taking into consideration all dimensions of local development: social, economic and cultural. This transition aims to improve local services and distribute development benefits equitably toward municipalities' use of modern processes and technology to improve the efficiency of municipal services for citizens. The level of satisfaction from the MDLF interventions and the citizens' satisfaction from the projects implemented by the municipalities also showed improvements. Clients' satisfaction continued to improve as evident by comparing results between the 2017 and the 2019 survey. The clients and citizens satisfaction surveys were conducted to measure the impact of the interventions made by the municipalities. Satisfaction with the municipality services has increased over the past two years, where a total of 59% of respondents from 2017 were satisfied or very satisfied with the municipal services, compared to 62% of 2019 respondents¹.

MDP programs

Our annual report for the year 2021 reveals progress on the ongoing and finalized projects to demonstrate our persistence to help create more efficient and effective local government units, and improve the lives of our citizens. MDLF signature program is the Municipal Development Program-MDP, a Multi-phased national program distinguished by the transfer mechanism aimed to enhance the capacity of municipalities through its six components (capital investments, municipal partnership projects, capacity development, program management, labor intensive component to Gaza and the additional financing for Covid 19).

The year 2021 witnessed the launching of the new additional financing for MDP3 which was committed by WB, Danish Government through the WB, German Government through KFW and French Government through AFD to respond for Covid 19 outbreak and to emergent response for municipalities to maintain basic services. The DPs contribution for the additional financing reached EUR 53 million resulting in scaling up the total MDP3 financing to EUR 183.7 million.

During 2021, MDLF continued the implementation of MDP 3. The 1st cycle of the program was successfully implemented and the targets for the Program Development Objectives were met for the 1st cycle. At the end

¹ Direct beneficiaries: clients and citizens satisfaction survey, January 2020.



of 2021, MDLF was able to enhance the capacity, performance for 61 municipalities according to the pre-identified performance indicators and 469,425 people were provided with improved urban living conditions. The assessment of the cycle 1 revealed that 89% of municipalities are satisfied of MDLF support, interaction, transparency...etc, and 85% of beneficiaries are satisfied regarding – relevance, coverage, impact, quality of municipalities sub-projects executed under MDP 3. The achievements in terms of program components reveal that 396 sub-projects out of 506 under cycle 2 were completed with the total allocation (€34,917,782) amounting (61%) of the budget. Projects included the rehabilitation of roads, construction of water networks, public buildings and public parks, and waste water facilities. The implementation of component two of the program witnessed noticeable progress over the implementation of MDP3 where 7 municipalities were supported with CSC's under cycle 1 and 21 are being targeted under cycle 2, 157 municipalities were supported with social accountability package, 24 were supported with O&M package under cycle 1 and 39 are being targeted under cycle 2, and 25 were supported with readable budgets. Financial packages were also offered to municipalities to enhance their financial performance where 54 municipalities have been supported with IFMIs/RMIS.

Area “C” Development programme

MDLF has been implementing set of packages for Area “C” development programme in the West Bank funded by the EU, Denmark, AFD, DFID and the SDC with total financing EUR 20 million. The programme aims to improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C and for the development of the Palestinian economy. In 2021, support to Area “C” – Package two - SDC fund has successfully met it's expected results where 17 projects were successfully implemented and completed in 14 Area C marginalized localities funded by the SDC.

Despite the technical and political challenges that encountered the implementation, MDLF succeeded in completing all the subprojects effectively and efficiently. This was clearly indicated in the project evaluation report with a clear message to replicate the project. All stakeholders that have been interviewed, as well as the local community representatives showed their satisfaction with the infrastructure sub-projects that had been constructed. The project evaluation also revealed that all project interventions are aligned with the PA recent Strategic Framework for Area C "Support Resilience and Development" for 2018-2019 which is based on the principle of preserving Palestinian right to control, live and invest in area C, and provide protection, basic services, and elements of resilience to the people living there. Moreover, the quality of works and construction materials were found satisfactory.

Area “C” development program package “5” funded by EU-DRO is another package that aims at developing Area “C”. The project has targeted fifteen (15) localities based on the outline plans and the action plans developed by the local consultancy firms/NGOs. The design and tendering process of the infrastructure sub-projects has been sequentially taken place over the period (November 2020 until August 2021). Four (4) sub-projects out of Sixteen (16) were completed, representing (8.3%) of the infrastructure entire budget. Seven sub-projects (7) representing (57.7%) are ongoing. One (1) sub-project, represents (1.9%) of the infrastructure entire budget, is suspended due to the stop working order from the Israeli Authorities. Four (4) sub-projects representing (32.1%) are under evaluation and awarding.



Gaza development programs

Moreover, MDLF has kept the momentum in implementing the ongoing programs/projects in Gaza including the Gaza Solid Waste Management Project (GSWMP) funded by the World Bank, Sida, AFD and EU. The project is considered one of the biggest investments in Palestine aiming at improving the solid waste management services in Gaza Strip. It is worth noting that the year 2021 witnessed a progress in implementing the additional financing activities which were agreed upon to complement the parent activities by addressing the operational sustainability issues and to adequately improve the quality of upstream services through adapting of standard operating procedures by the JSC. The Program Development Objectives indicators reveal that until 2021, 96.02% of solid waste collected from the targeted beneficiary population are disposed of in a new sanitary landfill developed under the project. In addition to 70% increase in fees collected annually within the JSC towards cost recovery. This is considered a success given the fact that the program has reached its' intended results before the expected timeframe.

Also, the MDLF has been diligently working on implementing the Gaza Vulnerable Communities Development program funded by the SDC, a project which was designed to improve the provision of basic services to the marginalized population in Gaza Strip. The partner NGO was contracted to conduct the community mobilization activities at the municipal and the community levels with a noticeable achievement recorded during the reporting period regarding the awareness of public communities on social accountability. Most importantly, the GIZ joined the Gaza vulnerable program by topping up the services delivery component aiming at supporting the resilience of those marginalized communities with basic services. The sub-projects which were identified in a participatory manner, were completed with some delays due the Covid-19 pandemic and the Israeli restrictions on entering the imported material to Gaza, in particular the water pumps and the steel pipes for the GIZ interventions.

Adequate coordination mechanisms between key stakeholders (MDLF, PCDCR, MDLF LTCs, and LGUs) contributed to meet the needs of the beneficiaries in the target area, appropriateness the community participation in all program stages, and a general acceptance of the program outputs & outcomes. At the end of the program, the total number of direct beneficiaries in the project reached around 109,250 inhabitants whereas the indirect beneficiaries are estimated around 200,000. The GVCD and the SRGVC were successfully completed and the interventions' outcomes were assessed satisfactorily by the evaluators and perceived highly satisfactorily by the beneficiaries.

Sustainable Urban Development

As a sequel to the Missions Series held by the World Bank for the Integrated Cities and Urban Development Project, in 2021 an Implementation Support mission was carried out virtually between June 29th - July 1st, 2021. The objective of the mission was to review implementation progress and the timeline for the last year of project activities after the completion of the project restructuring in April 2021. Significant implementation progress has been made in the last six months², disbursement has increased, and several project activities have been procured or completed. For example, by the end of 2021 cumulatively; five urban areas completed their cost

² restructured in April 2021. The closing date was extended to June 2022, infrastructure "works" were added to the project Grant Agreement, and the Results Framework was updated to reflect additional achievements.



analyzed scenarios for urban growth and they have been disclosed to the public: national workshop, publications, public access to the online tool. Also, 1312 person-days training were concluded in urban development and planning related subjects. Finally, to ensure that the project will achieve its PDO, and activities are completed on time, very close implementation support is undertaken. ICUD team will continue the implementation of the upcoming remaining activities which is anticipated to be completed by the end of June, 2022.

The Multi-site Regeneration Project

On the other hand, Jericho received a distinct attention with a project designed to address some of its core functions³. The Multi-site Regeneration Project was designed to target Jericho with the aim to enhance the economic development of the city through the process of “re-localization and rehabilitation” of key infrastructures. The project has started since April 2017 with some progress concluded by signing the work supervision contract as well as the signature of the municipal garage work contract with some delays encountered the institutional arrangements and capacity development. In the end the municipal garage was completed in 2019 and the bid for slaughterhouse was awarded on November 02, 2021, and is now ongoing with a total budget of 3,540,000 EUROS.

The Local Governance Services Improvement Program “LGSIP”

Additionally, the Local Governance Services Improvement Program “LGSIP” comprises of delivering infrastructure at the village level and the Joint services councils, has successfully met its results. The LGSIP exceeded its target in terms of number of eligible VCs (76.4% vs 70%) and the # of approved joint projects for JSCs (35 vs 18). There has been timely communication to VCs of the formula based Annual Capital Investment Grant, and the implemented projects were positively perceived by its’ beneficiaries (90.5% of beneficiaries stated that the projects are relevant to their needs). It is worth mentioning that a local consultancy firm was contracted to conduct the end line beneficiary impact assessment of the project and the results revealed that a vast majority of the community members-beneficiaries were familiar with the project (80.4%). They also reported a high degree of relevance of the interventions to their needs and priorities. Results also revealed that there’s a noticeable increase in beneficiaries’ satisfaction regarding the relevance, accessibility, the management of negative impacts during implementation, and the duration of the projects (2019 Vs 2021). Minor increase was also seen in the satisfaction levels regarding the participation of community in planning, monitoring and the quality of the projects/services.

Joint Service Counsels

In regard to the role of JSC’s, results reflected that the role of the JSCs is improved. The JSCs successfully managed the time and almost all machinery/equipment were delivered in time. The sub-projects have, to an acceptable level, achieved the outputs towards improving the level of services. And finally, general results confirmed that the LGSIP is a program that gave evidence that the role of the JSCs is important and could be more sustainable. In this regard, MDLF will build upon these results to design future projects and interventions. In 2021, MDLF succeeded in playing a catalytic role in helping LGU’s build their capacity and ensure adequate infrastructure development and inclusive, integrated, resilient, and sustainable urban development. In the coming year, we seek to advance, fine tune future tools, methodologies and grow MDLF’s partnership and financial resource base. In 2022, the following strategic directions will guide MDLF’s work: (i) Empowerment of LGU’s and enhancing it’s responsiveness, (ii) Strengthening MDLF’s institutional development, and (iii) empowerment of vulnerable communities and building it’s resilience.

³ The rehabilitated infrastructures are the slaughterhouse, the Spanish Garden, and the Municipal garage, all of which shall contribute to support the main city's economic activities (tourism and farming).



STRATEGIC FRAMEWORK, ACHIEVEMENTS AND DIRECTIONS

MDLF Strategic Dimensions (2017 – 2021)

Approach and Methodology

At the beginning of 2017, a new strategy for MDLF was developed for the years 2017-2021 taking into account the achievements of MDLF during the previous years and bearing in mind the lessons learned from the multi-dimensional interventions concerning the local government sector development. An outsourced consultant - who was contracted by the GIZ for the benefit of MDLF- followed a clear approach to develop/update the MDLF strategy as follows:

- Desk review of relevant documents provided by MDLF (previous strategic plans, external evaluation reports, annual reports, internal audit reports, projects documents, monitoring and evaluation reports, citizen satisfaction survey reports, municipal ranking reports, programs concept notes and other relevant literature including the 2017-2021 draft local government sector strategy);
- Interviews with members of the Board of Directors, MDLF executive director, manager of operations, heads of departments and some staff to solicit their opinions on progress, obstacles and areas for improvement; in addition to interviews with other stakeholders including: Minister of Local Government the chairman of the MDLF's Board of Directors, Deputy Minister of Local Government, Deputy Director General of Joint Services Councils directorate mayors of Ramallah and Bethlehem Municipalities, representatives of the donor agencies;
- Focus group sessions with representatives of West Bank and Gaza Strip municipalities.
- The process included an open discussion session with the MDLF management team held prior to finalizing the strategic plan update.
- The process involved soliciting information from the key stakeholders related to their satisfaction level of the MDLF's performance, challenges faced, future needs, and areas of recommended improvements to be included in the updated strategic plan of 2017-2022.
- The process included a three-day strategic planning workshop which was held during the period of January 12nd – January 14th, 2017 and followed by small group discussions at more of operational level to produce the operational plan.

The methodology for preparing the strategic plan of MDLF relied on a comprehensive approach to analyze the internal and external environment of MDLF, figure (1) below illustrates a summary of the approach and steps followed in preparing the five-year strategic plan of MDLF.

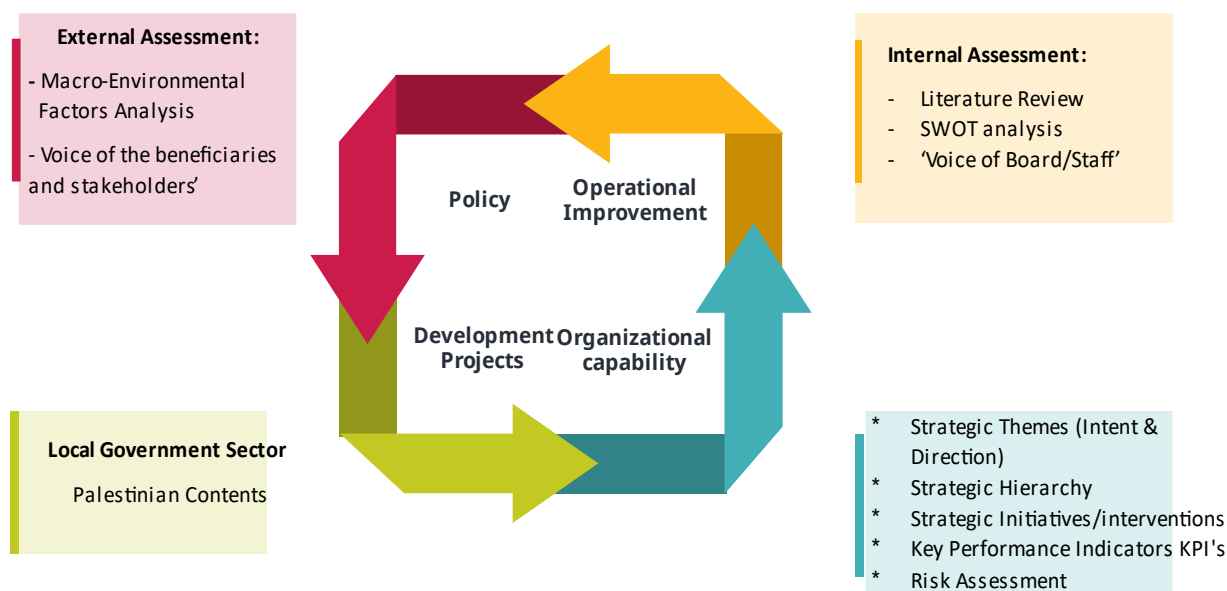


Figure (1): Illustration of approach for SP update (2017-2021)

Assessment (Diagnostic) of MDLF was carried out through three main sources:

- Results of the overall environmental scanning covering MDLF's internal and external environment with an overview of its *Organizational Capacity*. The purpose is to explore the *Strengths* and *Areas for Improvement* that do exist within the internal environment of MDLF as well as the *Threats* and *Opportunities* facing the organization in its external environment, and use these as *organizational learning* with forward-looking approach to determine how to maximize the impact of MDLF, thus serving as main inputs into the five-year strategic plan (2017 – 2021).
- Further follow-up sessions with senior managers including the Executive Director to solicit their opinions on the results of the evaluation particularly vis-à-vis the Strengths and Weaknesses as identified by the overall evaluation.
- The results of the assessment (diagnostic) report was shared with the Board Members for their review. The key findings, SWOT analysis, and the strategic framework were presented and discussed with the Board of Directors who endorsed the strategic framework for the 2017-2021 strategic plan.

MDLF Strategic Themes and Objectives:

Based on the understanding of MDLF's Strengths, Weaknesses, Opportunities and Threats in the current environment of the organization, the Board of Directors, the Management and staff at MDLF will continue in the next five years to scan the environment, assess and deepen their approaches to the work and the various interventions. Simultaneously, MDLF will continue assuming its leadership role in managing the funds (grants and loans) to empower the local government units to implement the national programs and projects and will explore the possibility of actively engaging all relevant bodies and stakeholders in its programs. MDLF will explore all possible means to achieve sustainability to achieve its stated mission and goals. It will identify and ensure best practices in the design, delivery and monitoring of its programs and services, including the conduct of needs assessments, effective and efficient design of the programs, and the setting of appropriate measures



and techniques with particular reference to measuring the impact of its work. Among other strategic choices, MDLF will continue working to achieve the following strategic themes and objectives:

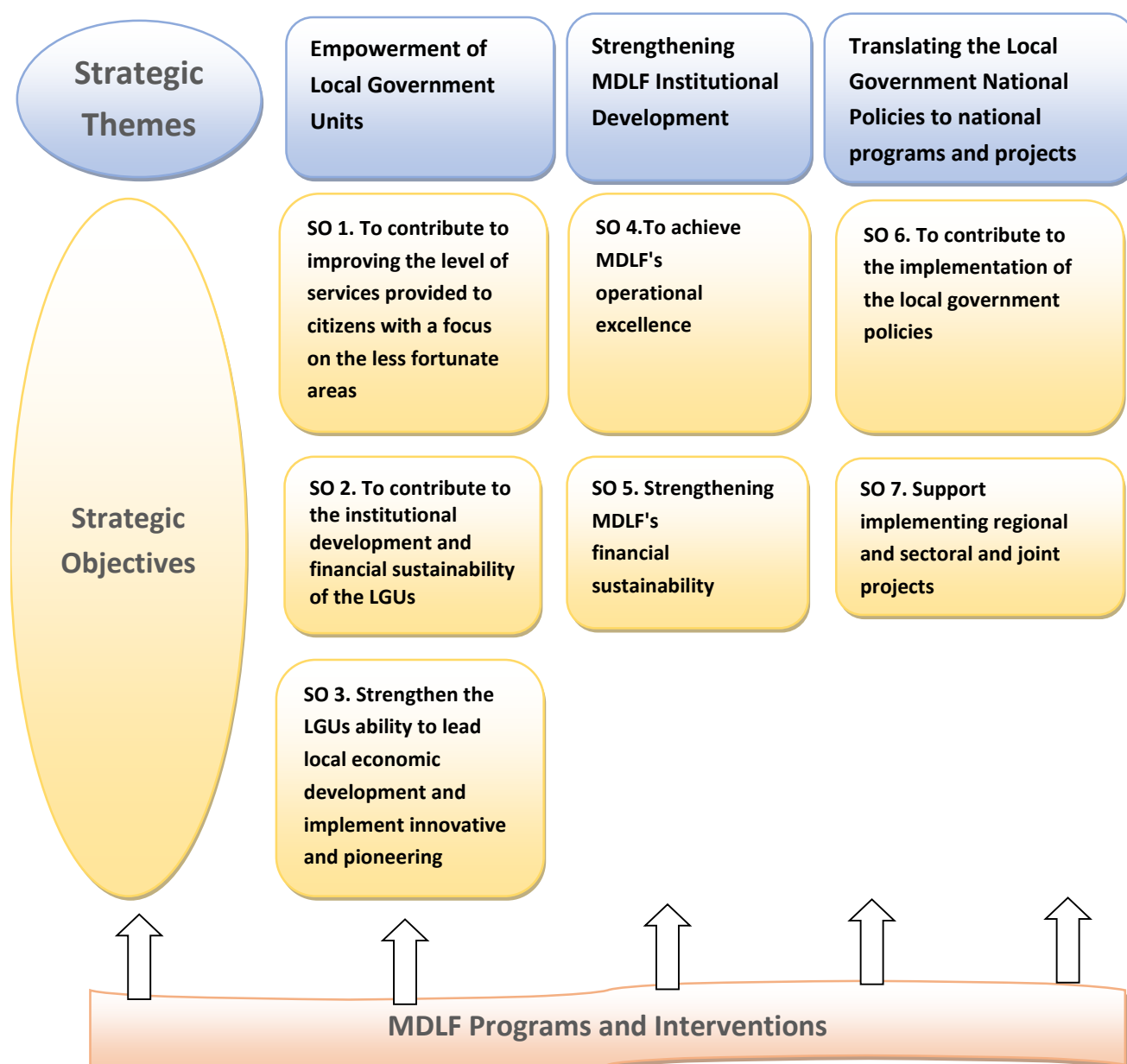


Figure (2): Illustration of MDLF Strategic Themes and Strategic Objectives (2017-2021)



Achievements and performance as per the Strategic Plan 2017-2021

Overview

This section sets out the MDLF's performance against the seven strategic objectives as set out in the Strategic Plan FY 2017-2021. The impact of the COVID-19 pandemic on the delivery of activities and outcomes is also specified where applicable.

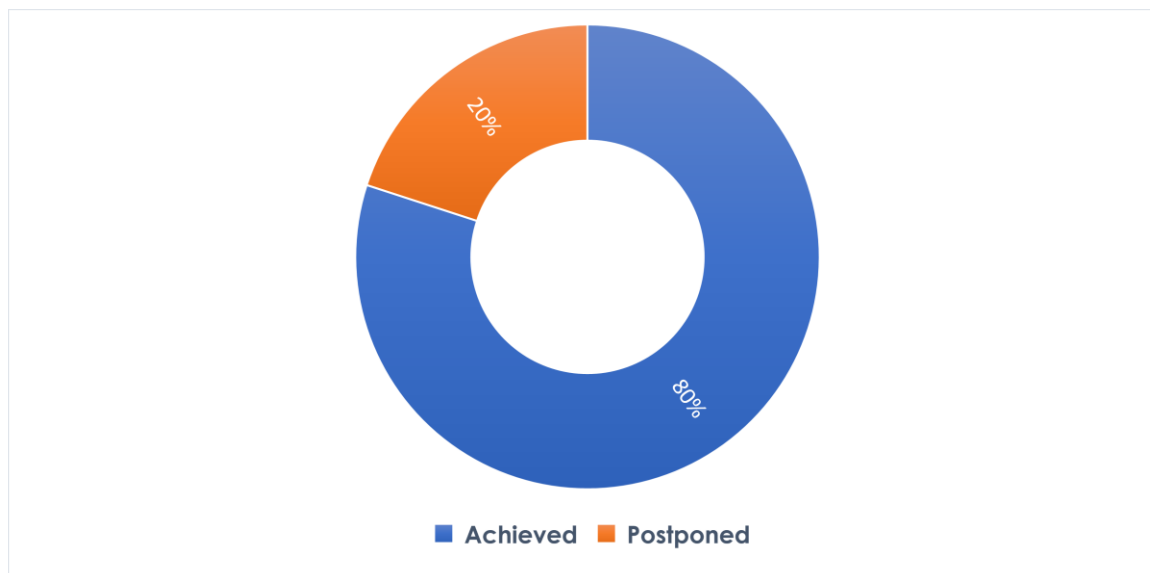
In its strategy 2017-2021, MDLF set out a goal to deepen its commitment across three critical pillars:

1. Empowerment of local governance
2. Strengthening MDLF institutional development
3. Translating the local government national policies to national programs and projects

MDLF proudly reveals that 80% of indicators were achieved or partially achieved. The remaining 20% are planned to be achieved during the year 2022 as reflected in chart (2) below. They were postponed due to external factors such as the spread of COVID-19 and the movements restrictions; in addition to the absence of an enabling environment that hampered the implementation of certain indicators such as the credit worthiness area of work which requires certain enabling political and legal environment that is not yet available in the LG sector. Accordingly, MDLF was not able to develop a well-functioning lending system during the year 2021. However, it is planned during 2022/23 to assign a competent staff member to lead the lending process in terms of institutionalization and effective implementation at its aspects.

Nevertheless, in a demanding environment of fast-paced change, MDLF developed and successfully delivered a range of programs and initiatives to respond to the needs of LGU's struggling with sudden and severe economic and social impacts, helping them rebuild and stay safe and continue supporting citizens and creating jobs. MDLF achieved significant milestones in the first half of the year through direct funding support to LGU's with programs and initiatives that helped to create job opportunities, deliver economic stimulus, and support vulnerable people. Chart from (3 to 8) below reflect the achievements against targets set out in 2021 plan.

Chart (2) Percentage of Achievement in terms of # of Indicators





Charts (3 to 8) below reflect the achievements against targets set out in the M&E plan.

Chart (3); SO1: To contribute to improving the level of services provided to citizens with a focus on the less fortunate areas

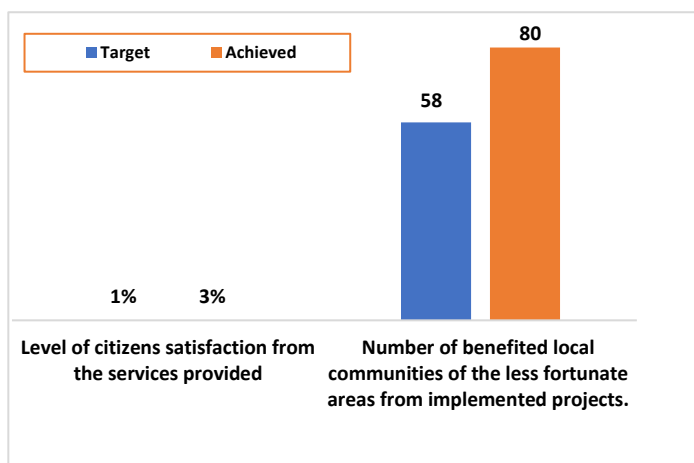


Chart (4): SO 2. To contribute to the institutional development and financial sustainability of the LGU's excellence

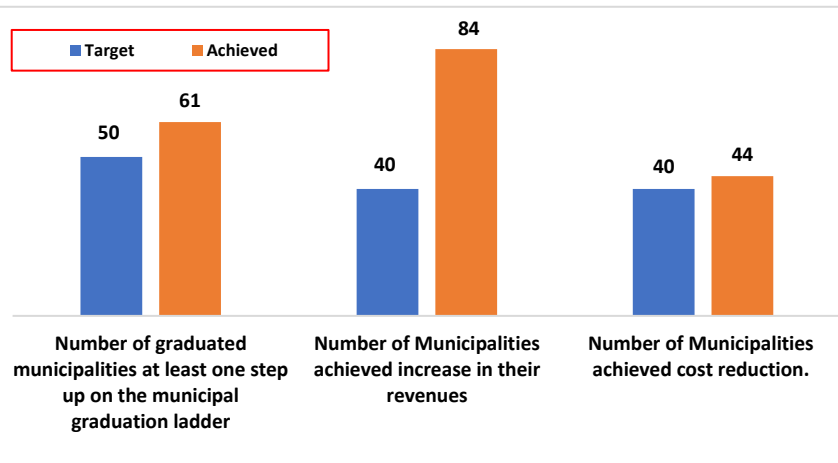


Chart (5): SO3: Strengthen the LGUs ability to lead local economic development and implement innovative and pioneering initiatives

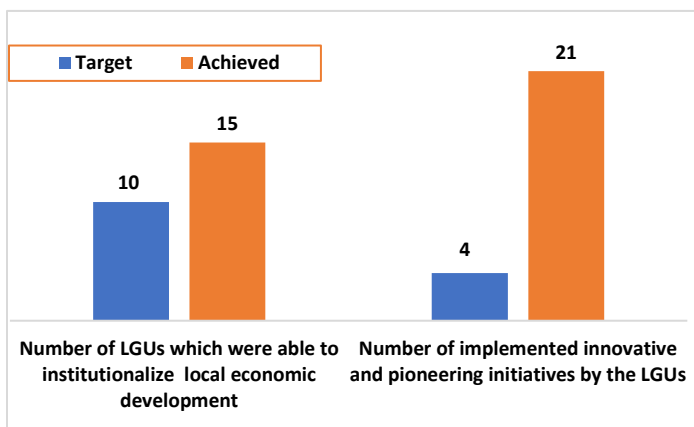


Chart (6): SO4: To achieve MDLF's operational excellence

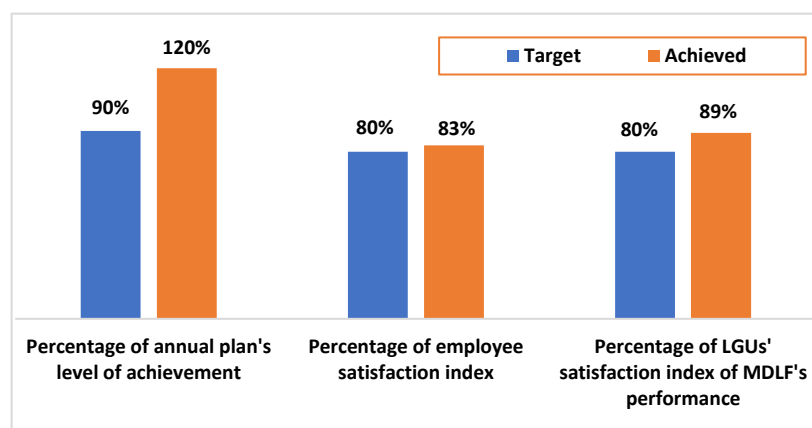


Chart (7): SO5: Strengthening MDLF's financial sustainability

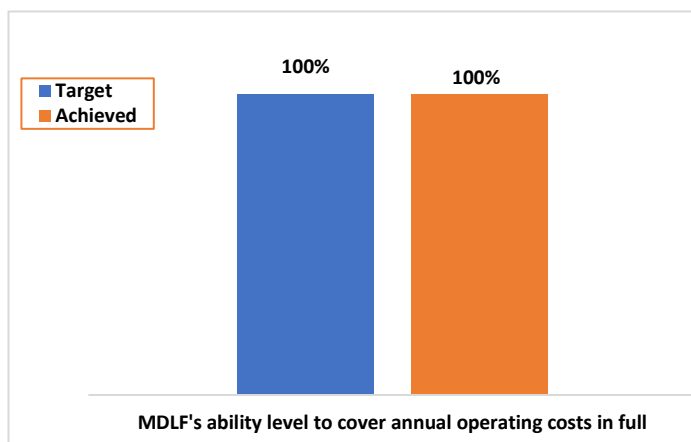
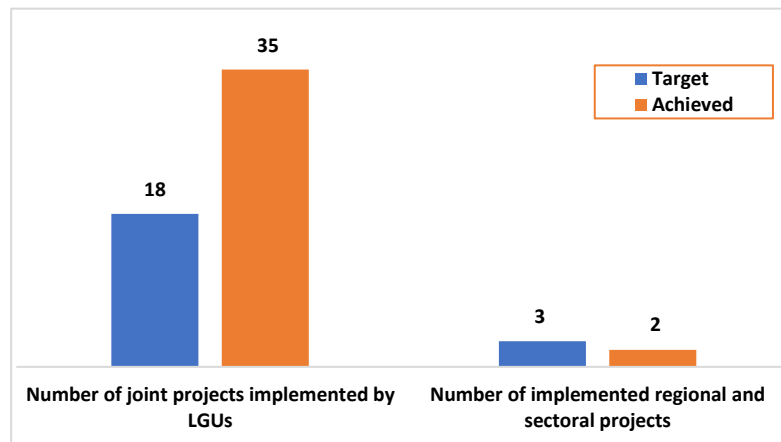


Chart (8): SO7: Support implementing regional and sectoral and joint projects





Partnering for integrated response to COVID-19

As a critical player in the development of the local government sector, MDLF collaborated closely with the central government represented by the line ministries and most specifically the Ministry of Local Government (MOLG) to support an integrated response to COVID-19 to maintain the service provision and socio-economic recovery at the local level, which is fully in line with the MOLG emergency plan response to COVID 19.

Supporting the national and local response to COVID-19 has been MDLF's top priority since March 2020. In 2021, MDLF successfully delivered significant projects and programs throughout the year, reprioritizing activities to enable an effective response to the pandemic. The outbreak has been a catalyst for progress on some priorities – for example providing additional financial support for municipalities to sustain service delivery – but it has affected progress in other strategic areas. At the end of 2021, MDLF assessed the status of achievement in the strategic objectives set out in the strategic plan (2017-2021), and the results were minimally affected by COVID-19, with implementation paused on some interventions. Nevertheless, MDLF was able to support LGU's continuity of vital service provision and strengthened the role of local government in recovery interventions, particularly in marginalized communities. MDLF alongside a delegation from the central government represented by the Ministry of Local Government (MOLG) succeeded in mobilizing funding for the local government units as follows:

- The current Municipal Development Program-Phase III" MDP3" was restructured in May 2020 to allow municipalities in the West Bank to use part of their grant allocations under cycle 2 for emergency expenditures necessary to maintain their crucial services with a total allocation of approximately EUR 6 million.
- The MDLF succeeded in mobilizing funds from the SCD, as a top up of the Area C Village Support Programme being implemented by MDLF. The additional support has targeted 135 localities in area C to combat the COVID-19, through a supply of protective materials and solid waste containers.

The support to municipalities was based on the fact that municipalities are in the forefront to tackle the diverse impact of the pandemic which were addressed quantitatively and qualitatively by MDLF and MOLG. The specific purpose of the Covid 19 response is to generate short-term employment, to maintain local service delivery, and to improve resilience to the COVID-19 pandemic and crisis management. The target group of the AF are the estimated 3.7 million habitants of the 158 Palestinian municipalities, which represent around 75% of the total Palestinian population.

Future goals and strategic directions – MDLF Tomorrow

MDLF 2022-2026 Strategic Plan is being prepared at a critical point in cooperation with MDLF stakeholders and shareholders. The organization is at the cusp of change, with growth predicted into the future. Equally important, the Strategic Plan provides a framework for decision making. Rather than simply reacting to change, it enables the organization to objectively examine issues and concerns to create a sustainable LG while providing services, employment and economic growth opportunities and protecting natural assets, social and cultural connections.

MDLF has an opportunity to help LGU's build the foundations for a strong and durable recovery based on a framework that supports green, resilient, and inclusive development. This, in turn, can help address the longer-term challenge of climate change. The MDLF 2022-2026 Strategic Plan will boost efforts to help local government units fully integrate climate and development. Maximize the impact of climate finance, and promote climate adaptation and mitigation within their SDIP's.



CLIMATE CHANGE

In 2022, as the world emerges from the pandemic, climate change will remain a central challenge. Consequently, MDLF will broaden its perspective to address some of the highest priority climate change-related issues and opportunities. MDLF has an opportunity to help LGU's build the foundations for a strong and durable recovery based on a framework that supports green, resilient, and inclusive development. This, in turn, can help address the longer-term challenge of climate change. MDLF will boost efforts to help local government units fully integrate climate and development, maximize the impact of climate finance, and promote climate adaptation and mitigation within their SDIP's.

The new targets for climate change outlined in the Strategic Plan 2022–2026 complemented by the approach to green, resilient, and inclusive development and efforts to build long-term resilient local government sector will contribute the achievement of the SDGs.

RESILIENCE

The resilience planning is still a gap in the LGU's planning approach and needs to be integrated into local planning. The resilience component will be integrated in the new strategic framework to benefit the development of planning approach at the local level.

In addition, a Technical Assistance on resilience and crisis management Component will be implemented in 2022 to finance response to forthcoming crises or emergencies facing municipalities. Support will be provided to municipalities in the formulation and execution of policies pertaining to the pandemic and emergency response (e.g., emergency operations plan, closure, management, and repurposing of public systems and spaces, functioning of businesses and private facilities and events at the local level, etc).

KNOWLEDGE FRAMEWORK-CB

MDLF will upgrade knowledge and capacity building in the new Strategy by integrating new packages related to climate change adaptation and mitigation as well as the roll-out of resilience planning. This component will result in accountable and sustainable service delivery. The knowledge framework that integrates knowledge into solutions includes capacity building for major players in the local government sector including municipalities, JSC, MOLG and MDLF. Other packages of the capacity building component will include:

- Customized support to weak municipalities
- Grievance Redress Mechanisms
- Cost efficiency of solid waste, water and sewerage services
- CC adaptation/mitigation and vulnerability assessment
- Roll out of resilience planning



OUTREACH AND COMMUNICATION

MDLF prepared a communication plan for 2021 to share its vision, goals, and activities with the Palestinian municipalities, its partners as well as the public. The plan served as a guide for media and public relations activities in which MDLF engaged throughout the year 2021. Various outreach models were taken into consideration in order to establish dialogues and linkages with various institutions or groups, including presentations, meetings, and applying communication products.



MDLF promotional and media coverage: Throughout the year 2021, MDLF issued different materials in-print including an Informative brochure in Arabic and English about MDLF and MDP III, the updated Strategic Plan, the Annual report 2020 and the semiannual 2021, and a number of press releases for all MDLF activities and events

Also, MDLF used audio and video tools, to create documentary films that promoted MDLF and MDP Achievements as a core business of MDLF. Other promotional short spots were made covering in a simple way the work of MDLF. These tools were launched on MDLF website, YouTube and Facebook. A specific web page was also launched for the movie to reach larger audience. MDLF also used social media platforms that house posts and feature stories related to the MDLF activities and a number of Ads/news/announcements in local newspapers.

Events and workshops:

As part of our belief in creating direct linkages and opening communication, channels with our beneficiaries' number of signing agreements, meetings and workshops held. Several events like signing grants with our Funding Partners, such as signed an agreement with the World Bank, France and Germany pledge \$52 million to support Palestinian municipalities in response to COVID-19 crisis.



Agreement with The European Union and the Palestinian Authority launched 30 infrastructure projects in Gaza, implemented by the Municipal Development and Lending Fund, with a value of €10 million to build 30 social and public infrastructure projects. The agreement targets 7 municipalities in Gaza



Furthermore, Number of meetings and workshops were held as some of them were held virtually while the others were held face to face depending on the restrictions in the country due to C-19, many orientation and training workshops were held by MDLF on MDPIII- Cycle II for West Bank and Gaza Strip Municipalities, and others related to the “Social Accountability”.



As part of our belief in creating direct linkages and opening communication channels with our beneficiaries, several fun days were organized in the west bank and Gaza. These activities were part of the MDPIII Projects, which were successfully implemented by the Municipal Development and Lending Fund (MDLF).



Field Visits & Meetings: During 2021, MDLF specially focused on reaching out the municipalities in the West Bank and Gaza, headed by the MDLF executive staff. MDLF visited numerous municipalities and their projects to be able to get direct feedback on MDLF interventions.



Receiving Missions: Throughout the year 2021, several donor missions were organized physically and virtually for different international organizations working in the field of local government. During the mission, introduction about the work carried out by MDLF, especially focusing on MDP III, with the aim of promoting a collaborative approach was highlighted.





SECTION TWO: MDLF PROJECTS AND PROGRAMS





1. Municipal Development Program (MDP III)

1.1 Introduction

The Palestine Liberation Organization, for the benefit of the Palestinian National Authority (PNA), has received a financing of €130.6 million from the World Bank-International Development Association (IDA), the Government of Germany through “KfW and GIZ”, Denmark, SDC, VNG, EU and AFD towards the cost of the 3rd phase of the Municipal Development Program (MDP III).

The MDP III is aligned with the PA's long-term strategy to consolidate and strengthen service delivery in the local government sector towards financially sustainable LGUs, as specified in the MoLG's Sector Strategy 2017-2022.

The MDP III is at the center of a series of interlocking interventions by the multi donors in collaboration with the central government to strengthen the institutional development, accountability and financial sustainability of local governance and service delivery in Palestine.

The MDP III will consolidate and scale up past gains under MDPI and MDPII in municipal performance and accountability enhancement and will start enabling the environment for municipal partnerships with the private sector to improve the efficiency and sustainability of municipal services.

1.2 MDP III Description

A. PDO

Enhance the institutional capacity of municipalities in the West Bank and Gaza for more accountable and sustainable service delivery.

B. Project Beneficiaries

The participants of the project are all municipalities in the West Bank and Gaza. The beneficiaries are the populations in all of the municipalities, which is estimated to 3, 611,649⁴ representing 75% of the total population of West Bank and Gaza¹.

C. Project Components

Component 1: Municipal performance and Service Delivery. MDPIII is the third municipal development project to support and incentivize improvements in the development of municipal management capacity. Previous MDPs financed municipal infrastructure and service delivery through the provision of a basic block and performance-based grants and provided demand-driven capacity development support for municipalities. This approach was very innovative at design and has shown to be highly effective. The proposed MDP III would continue this overall approach while focusing more on improving financial sustainability and accountability in municipal service provision. Like MDPI and MDPII, municipal performance will be measured through Key Performance Indicators (KPIs), yet these have been substantially revised to reflect a greater focus on the sustainability of municipal services. Performance measurements will encompass three main areas for reform: i) Financial Performance and Sustainability, ii) Institutional Performance, and iii) Transparency, Accountability, and Participation.

Component 2: Capacity Development. This component of the project would continue to strengthen municipal capacity in the project's three performance areas: (i) financial sustainability, ii) institutional performance and iii) transparency, accountability and participation. Also, specific attention will be paid to higher-order needs of municipalities that will enable them to improve their financial sustainability and creditworthiness, strengthening other core municipal functions as well as strengthen their social accountability to their citizens and stakeholders.

⁴ Based on Palestinian Central Bureau of Statistics predicted populations for 2016.



Municipal capacity development activities will continue to be identified by municipalities and MDLF to enable municipalities to achieve results and improve their performance. The performance measuring system will be applied to identify relevant capacity building activities to the municipality, which will be delivered to improve capacity and sustain results achieved.

Adding to that, this component includes Technical Assistance to enhance preparedness of municipalities to respond to disasters and shocks and strengthen resilience at the local level.

Component 3: Municipal Partnership Projects. This component will provide technical assistance and project financing to municipalities to a) engage more effectively with the private sector, and b) work across administrative boundaries to develop joint and/or innovative investments for municipal service delivery and local economic development. The Bank will finance only the technical assistance portion under Sub-component A.

- **Sub-Component A: Private Sector Partnership Support.:** To better leverage private sector engagement, this component will support municipalities to identify, develop, and structure opportunities for private sector participation in municipal service delivery and local economic development on a demand-driven basis.
- **Sub-Component B.** This sub-component will finance top-up payments complementary to the grant allocations under component 1 to incentivize municipal joint and/or innovative investments based on municipal demands to leverage economies of scale for municipal investments and facilitate financially sustainable municipal investments.

Component 4: Project Implementation Support and Management. This component will finance goods and consultant services for monitoring and evaluation, outreach and communication and local technical consultants for the engineering supervision of Component 1 and the MDLF management fee.

Component 5: This component will finance the costs associated with the scaling-up of MDP-3 support to Gaza municipalities to enable them to expand local services provision through labor-intensive Operation and Maintenance (O&M) and municipal infrastructure development activities.

Component 6: This component will scale up MDP3 support as an emergency municipal response to the COVID-19 pandemic through carrying out temporary labor-intensive public works related to O&M and infrastructure projects, that will enable municipalities to sustain a minimum level of services and provide employment support for lost incomes. It will also provide additional grants to help municipalities with recurrent expenditures.

1.3 Financing Partners Contributions

The MDP III is supported by the Palestinian National Authority along with the Agence Française de Développement (AFD), the Danish International Development Assistance (DANIDA), the World Bank, the German Government through (KfW and GIZ), the Netherlands (through VNG International) and the Switzerland (through SDC) and the European Union "EU". **Table 1** below illustrates the list of financing agreements and the contributions of financing partners for MDPIII.



Table 1: List of MDP III Signed Agreements

Donor	Fund Amount	Signature Date	Completion Date as per the Agreement	Notes
GIZ Agreement (for cycle 1)	€ 150,000	December 5 th , 2017	December 31 st , 2018	This fund will be utilized in the MDP III-1 st cycle. The GIZ contribution to MDP III-Cycle 1 was added as an amendment to the LGRP.
GIZ Agreement (for cycle 2)	€ 600,000	December 1 st , 2019	November 30 th , 2021	This fund will be utilized in the MDP III-1 st cycle.
KfW Financing Agreement (for cycle 1 & cycle 2)	€ 40,000,000	December 12 nd , 2018	December 30 th , 2022	This fund will be divided equally for the MDP III-1 st cycle and the MDP III-2 nd cycle.
AFD Financing Agreement (for cycle 1)	€ 4,000,000	April 26 th , 2017	December 31 st , 2021	This fund will be utilized in MDPII-1 st cycle
World Bank Agreement (for cycle 1 and cycle 2)	\$16,000,000	September 18 th , 2017	February 28 th , 2022	This fund will be utilized in both cycles of MDPII
Multi-Donor Trust Fund Agreement (for cycle 1 and cycle 2)	\$ 20,000,000	November 27 th , 2017	February 28 th , 2022	This fund will be utilized in both cycles of MDP III
SDC Agreement (for cycle 1 and cycle 2)	€ 4,818,000	November 1 st , 2017	December 31 st , 2021	This fund will be utilized in both cycles of MDP III
VNG Agreement (for cycle 1 and cycle 2)	€ 1,200,000	October 2017	December 31 st , 2020	This fund will be utilized in both cycles of MDPII
AFD (Financing Agreement for Cycle 2)	€ 10,000,000	June 17 th , 2019	December 31 st , 2022	This fund will be utilized in cycle 2
Multi-Donor Trust Fund Agreement (Additional Financing for cycle 2)	\$ 5,000,000	June 17 th , 2019	February 28 th , 2023	This fund will be utilized in cycle 2
WB Additional Financing for Gaza	\$ 10,000,000	June 17 th , 2019	February 28 th , 2022	This fund will be utilized in cycle 2
EU commitment for Cycle 2	€ 10,000,000	November 8 th , 2020	November 8 th , 2023	This fund will be utilized in cycle 2
Covid 19 Additional Financing Agreements				
WB Additional Financing for Covid 19	\$ 15,000,000	April 1 st , 2021	February 28 th , 2023	This fund will be utilized in cycle 2
Multi-Donor Trust Fund Additional Financing for Covid 19	\$ 10,000,000	April 1 st , 2021	February 28 th , 2023	This fund will be utilized in cycle 2
AFD Additional Financing for Covid 19	€ 10,500,000	April 1 st , 2021	December 31 st , 2026	This fund will be utilized in cycle 2
KfW Additional Financing for Covid 19	€ 13,000,000	April 1 st , 2021	March 31 st , 2023	This fund will be utilized in cycle 2



Additionally, a residual fund from the PA from MDPII well as the saving from the (AFD-MDPII) in the amount of **Euro 875,000** was agreed to be utilized under MDPIII.

It is worth noting that the PA contribution was committed as 10% of the total fund (excluding the Covid 19 financing). Accordingly, **the total cost of the MDP III reaches €183,770,647 from which €51,049,082 million was invested in the 1st cycle, and €123,721,564 has been utilized for cycle II.**

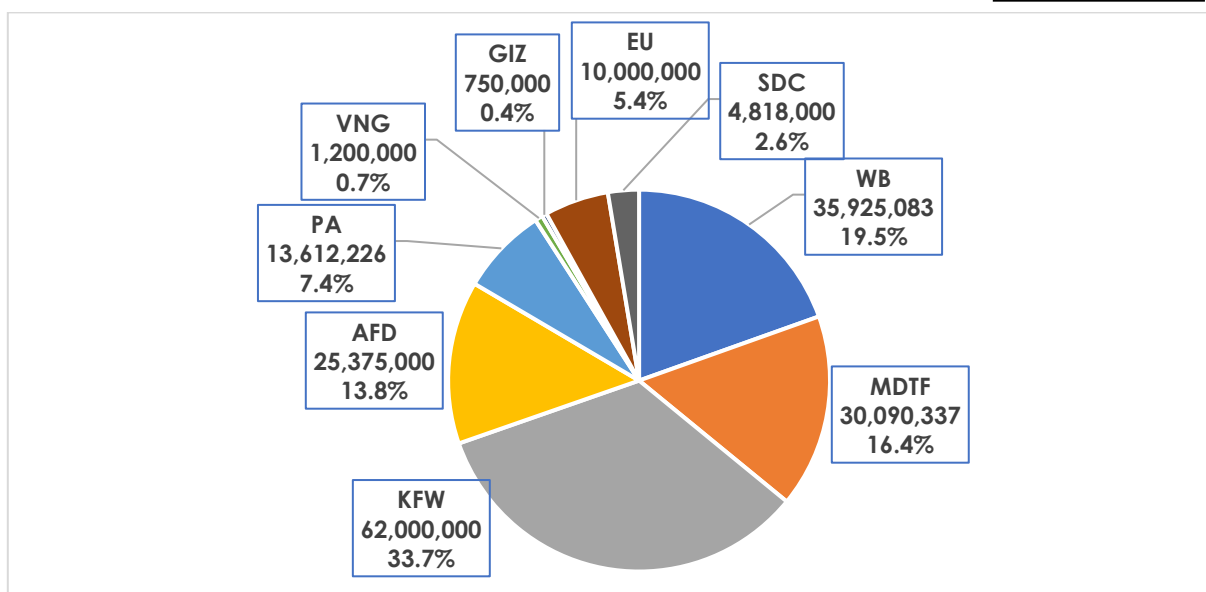
Table 2: Distribution of MDP3 Financing by Donor per Component

Financing Partner	MDP3 -Cycle 1	MDP3-Cycle 2	Total (EUR)	Percentage
WB	7,443,245	6,685,144	14,128,389	11%
WB additional financing to Gaza (labor intensive municipal services)	0	9,400,000	9,400,000	7%
KFW	20,000,000	20,000,000	40,000,000	31%
AFD	4,000,000	10,000,000	14,000,000	11%
AFD residual from MDPII	875,000	0	875,000	1%
MDTF	9,548,956	8,140,918	17,689,874	14%
MDTF (additional financing)	0	4,136,000	4,136,000	3%
GIZ	150,000	600,000	750,000	1%
PA	4,493,800	6,118,426	10,612,226	8%
PA-residual Fund	1,500,000	1,500,000	3,000,000	2%
VNG	600,000	600,000	1,200,000	1%
SDC	2,438,081	2,379,919	4,818,000	4%
EU - VAT exempted	0	10,000,000	10,000,000	8%
Sub - Total Excluding Covid 19	51,049,082	79,560,407	130,609,490	100%
Financing Partner	MDP3 -Cycle 1	MDP3-Cycle 2	Total (EUR)	Percentage
WB Additional Financing for Covid 19	0	12,396,694	12,396,694	23%
Multi-Donor Trust Fund Additional Financing for Covid 19	0	8,264,463	8,264,463	16%
AFD Additional Financing for Covid 19	0	10,500,000	10,500,000	20%
KFW Additional Financing for Covid 19	0	22,000,000	22,000,000	41%
Sub-Total Covid 19 Additional Financing	0	53,161,157	53,161,157	100%
Total Financing	51,049,082	132,721,564	183,770,647	



Chart 9: Distribution of MDP3 Financing Per Donor

Total Financing
€183,770,647



1.4 The Grant Allocation Mechanism “GAM” / applied for Comp.1

The Grant Allocation Mechanism is the most important element of the MDP. A performance-based formula has been used in conjunction with infrastructure grants in Palestine. Grant Allocation Mechanism (GAM) concept for MDP III is based on the revised and updated GAM of MDP II. The concept aims at changing contents and procedures gradually and as far as justified by challenges identified in the stakeholder assessments, while maintaining proven features. The MDLF and the Financing Partners agreed that the allocation formula for MDP III will be as follows:

- **50% of the total component 1 financing would be allocated for the block grant**

The block grant will be allocated based on population (40%) and needs (60%). All municipalities will receive block grants, subject to simple eligibility criteria. Regarding the needs, it consists of a flat rate of 25.000 € (no change compared to MDP II), and a remaining needs allocation will be distributed based on existing infrastructure and access to services⁵).

- **50% for performance:**

(Equal to MDP II), but with modified key performance indicators (21 KPIs for MDP III- vs. 16 KPIs for MDPII) and with modification on the graduation ladder.

In regards to the graduation ladder as well as the key performance indicators, and after having long discussions between MDLF, MOLG and the Funding Partners, it was agreed that the graduation ladder will be 10 levels (D, C, C+, C++, B, B+, B++, A, A+, A++) as illustrated in **Table 3** below. Within each ranking level (D, C, B, and A) specific key performance indicators were identified which reflect the municipal performance in:

- Financial Performance and Sustainability (FPS)
- Institutional Performance (IP)
- Transparency, Accountability, and Participation (TAP)

⁵ Under MDP II, the remaining needs share after the flat rate was attributed to 50% according to infrastructure equipment and to 50% according to household income data on governorate level. PCBS is presently not updating the governorate based household income data, so there is no recent database available and the link to poverty on the municipal level is weak.



Table 3: Key Performance Indicators for MDP III

I. Basic Grant allocated based on population and needs				
Eligibility Conditions	i. Annual Budget approved by the Municipal Council and submitted to MoLG on a timely basis ii. SDIP prepared according to new Guidelines (from year 3)			
II. Performance Grant. The grant allocated to municipalities based on performance according to KPIs				
Categories	D	C	B	A
No. of KPIs	3 KPIs	6 KPIs	6 KPIs	6 KPIs
Graduation	Compliance of 3 KPIs	C: compliance of 2 out of 6 C+: compliance of (3,4) out of 6 C+: compliance of 5,6 out of 6 In addition to the KPIs in rank D	B: compliance of (2) out of 6 B+: compliance of (3,4) out of 6 B++: compliance of (5,6) out of 6 In addition to the KPIs in rank D & rank C	A: compliance of (2) out of 6 A+: compliance of (3,4) out of 6 A++: compliance of (5,6) out of 6 In addition to the KPIs in rank D & rank C and rank B
Performance Areas	Key Performance Indicators Matrix			
Financial Performance and Sustainability			7. At least 10% of the budget execution for O&M a) O&M expenditure > 10% of total operational expenditure in last complete FY	1.O&M Plan in place a) Computerized plan in line with manual b) Annually updated c) Plan consistent with assets registry and new works and services d) The plan includes institutional development
		13. Year on year increase or > 50 NIS own-source revenues (excluding enterprise revenues) a) Own source revenues (see manual) have increased compared to previous FY or reached 50 NIS per capita	8. Operational Surplus achieved a) Operational expenditures are below operational revenues of the last complete FY	2. Staff Costs <45% WB <70% GZ of Operational and Capital expenditure a) Total staff expenditure operational budget <45% (WB) or <70% (Gaza) of total expenditure operational budget in last complete FY
	19. Separate bank Accounts for Enterprise revenues established a) Bank statements showing that separate bank accounts are opened and in use.	14. Separate financial accounting for enterprise revenues and expenditures established a) Executed enterprise budget of last FY with an income statement and bank reconciliation (if any enterprise activities)	9. No increase in net lending a) No increase in net lending according to MoF data b) Administrative reduction of net lending has not been counterbalanced by an increase in net lending	3. Cost Accounting Systems set up a) financial statement for each fund in the last complete FY b) report for each cost center of enterprise fund in the last complete FY c) documented and justified overhead allocation in the last complete FY



Institutional Performance	20. Financial Accounting Policies and Procedures in place a) two last quarterly reports available and conforming with minimum content according to manual	15. Executed Budget Statement for the previous FY submitted to MoLG on time a) An executed budget covering complete fiscal year (January – December) available b) MoLG informs MDLF	10. Unqualified Audit Opinion from Annual external audit a) Audit report satisfactory concerning items listed in the manual b) The audit follows up previous management letters and municipality has addressed issues raised adequately	4. IFMIS implemented a) system is conforming to minimum requirements (see the main manual) b) timely issuance of last two quarterly reports within one month after the end of the reporting period
		16. Fixed Asset Register in place and updated a) Fixed asset registry set up according to manual b) Fixed asset registry has been updated annually	11. At least 70% Budget Execution a) Operational revenues executed > 70% of budget plan b) Operational expenditure does not exceed planned operational revenues, except covered by executed revenues	5. Green Spaces implemented a) maintained green areas, sports areas, playgrounds and parks (source PCBS) > 0.5 m ² per capita in WB urban and > 0.3 m ³ in WB rural and Gaza
Transparency, Accountability, and Participation	21. Public Disclosure of annual budget, SDIP, and MDP performance ranking a) Information disclosed in line with public disclosure procedures b) (second cycle) Annual budget plan disclosure done in the readable budget format	17. Public Disclosure of executed budget and executed SDIP a) Council decision approving executed budgets (see manual) b) Council disclosed executed the budget and executed SDIP according to disclosure procedures by March 31 of the following year c) (second cycle) Budget disclosure done in the readable budget format	12. Audit opinion disclosed to citizens and stakeholders a) External Audit in the last complete FY b) Disclosure of audit opinion by foreseen means	
		18. Municipal Complaint System established a) Complaint process posted on homepage / Facebook or bulletin's board		6. Functional Municipal Complaint System following MoLG guidelines a) (still to be specified)



Funds are allocated based on ranks; municipalities with a higher ranking will be eligible for more funding than those with a lower ranking. The MDP works closely with municipalities through its capacity-building packages to help them graduate from lower levels up to a higher-ranking level. **Chart 10 and Chart 11** show the municipal ranking and the compliance of municipalities with the KPI-16 before launching MDPIII (2017) and after the completion of MDPIII cycle 1 (2019).

Chart 10: Municipal Ranking – MDP III (2017 Vs 2019)

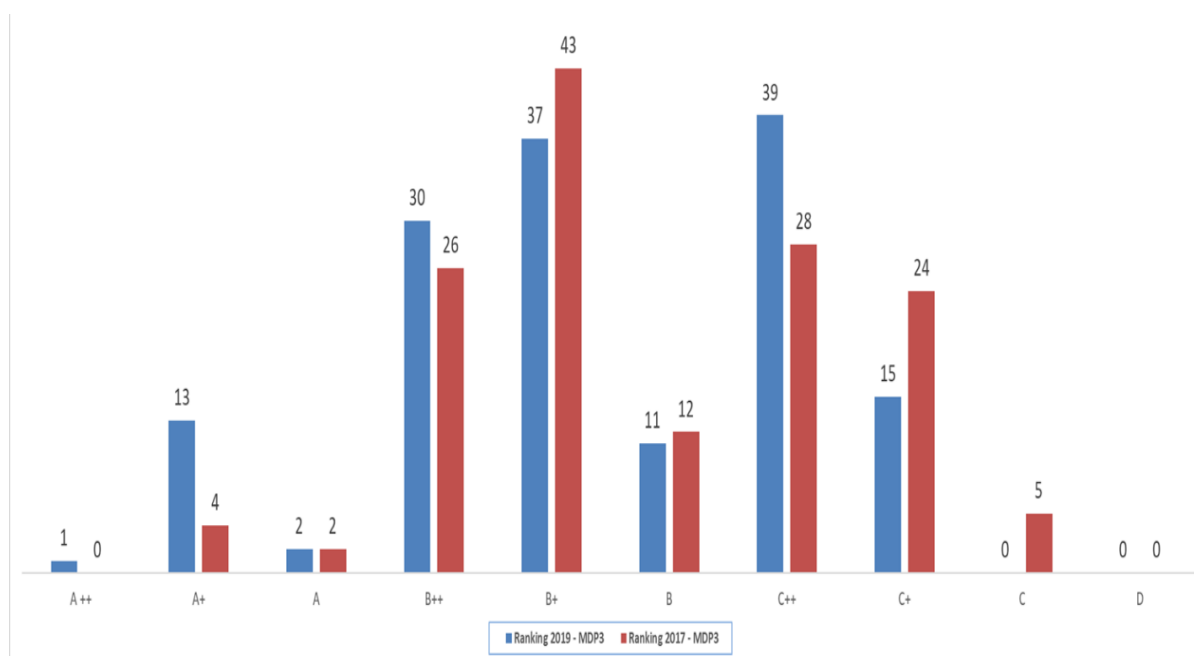
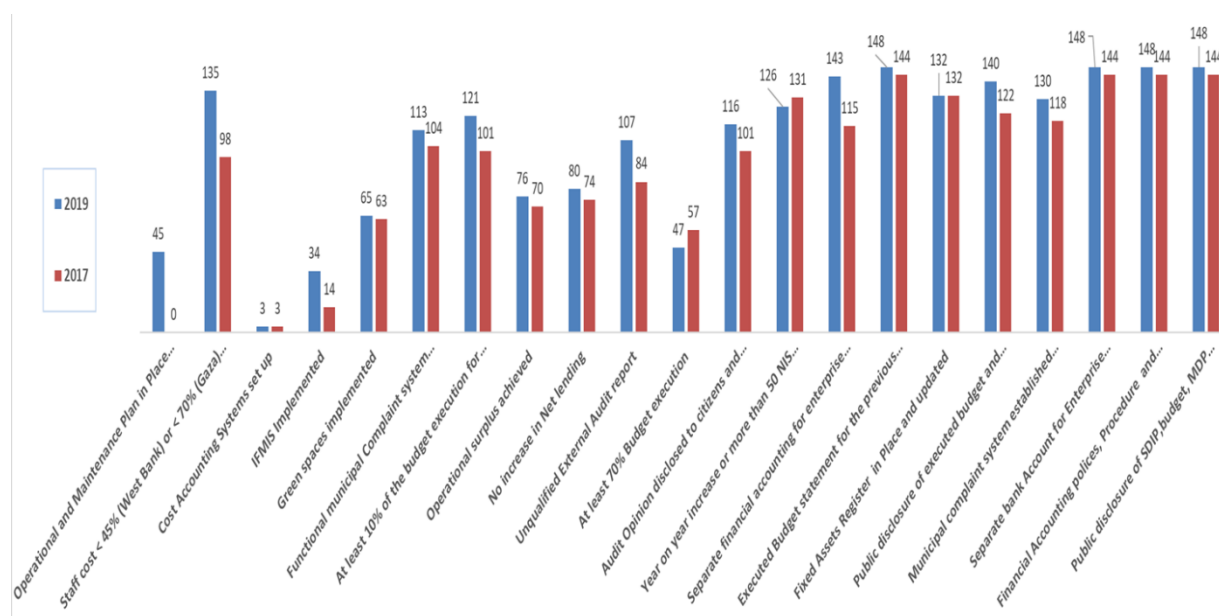


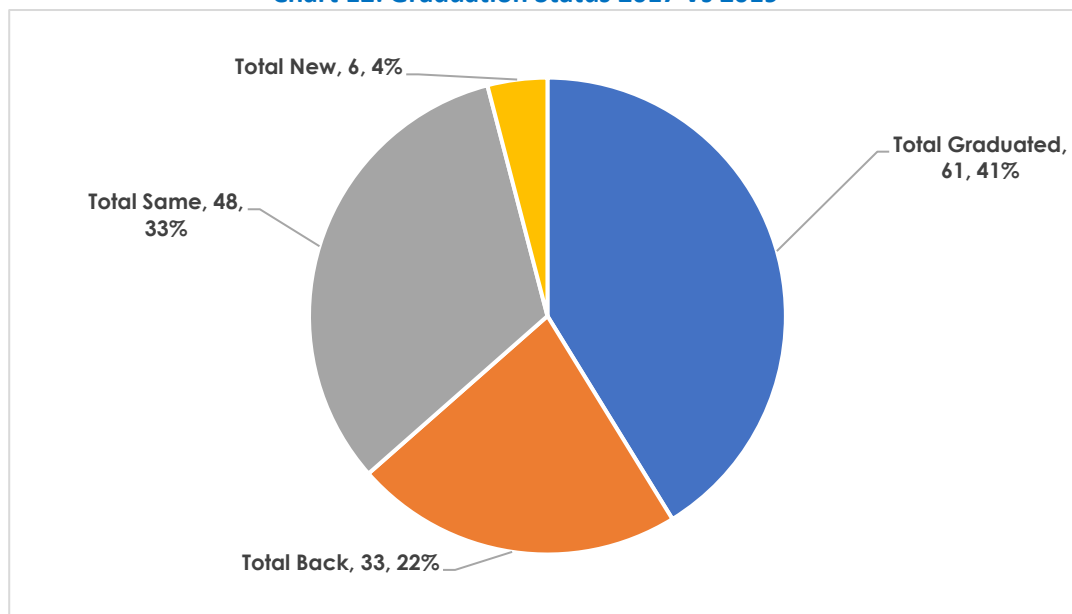
Chart 11: Compliance of Municipalities with KPI-21 (2017 Vs 2019)





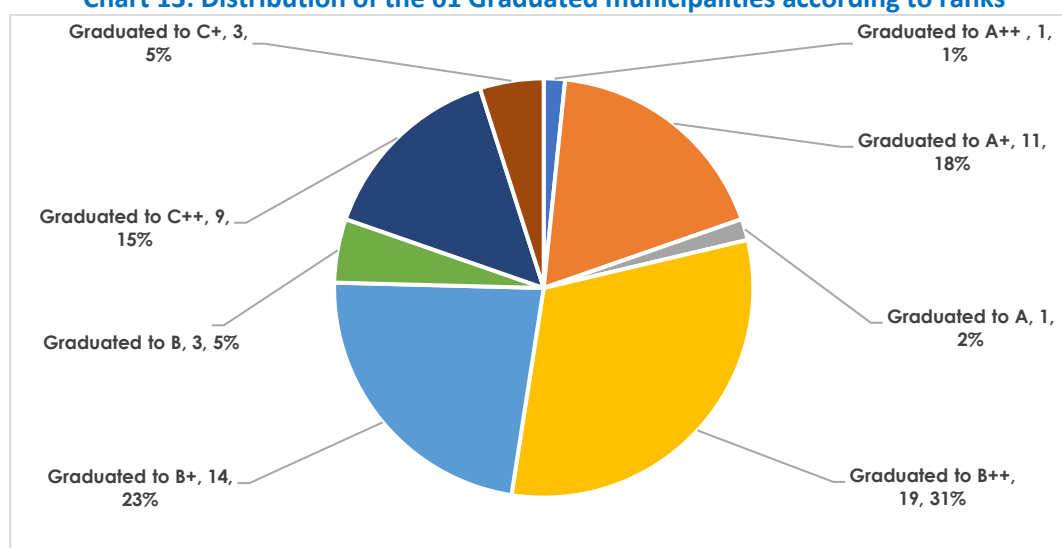
To summarize, **Chart 12** shows the distribution of the municipalities according to their graduation status based on the comparison between the results of 2017 and 2019. The chart shows the number of graduated municipalities, remained in the same rank, and those which got worse ranking. In total 61 municipalities graduated, 48 municipalities kept their same rank, and 33 municipalities lost their rank and got a worse rank.

Chart 12: Graduation Status 2017 Vs 2019



Finally, the distribution of the 61 graduated municipalities according to the ranks is presented in **Chart 13**. The chart reveals that only 1 municipality graduated to A++, another 11 municipalities graduated to A+, 1 municipality graduated to rank A, 19 municipalities graduated to rank B++, 14 municipalities graduated to B+, 3 graduated to B, 9 municipalities graduated to C++, and 3 municipalities graduated to C+.

Chart 13: Distribution of the 61 Graduated municipalities according to ranks





✓ **Municipalities Allocation (1st and 2nd cycle)**

Allocations were calculated using the new criteria for MDP III (50% performance, 20% population, 30% needs). Where the total allocated amount for this component is equal to **€42,818,489** and **€57,274,235** for the 2nd cycle with a substantial increase in per capita allocation from 11.8 to 15.28 as shown in table 4 below.

Table 4: Distribution of allocation 2017 Vs 2019 (Cycle 1 Vs. Cycle 2)

	2017		2019	
	WB	Gaza	WB	Gaza
Allocation (EUR)	23,515,696	19,302,793	31,582,669	25,691,566
Population	1,948,335	1,673,509	1,983,247	1,754,665
Avg. Per Capita	12.07	11.53	15.92	14.64
Average Per Capita	11.8		15.28	
Total Allocation (EUR)	42,818,489		57,274,235	
Allocation (% increase)			34%	33%
Population (% increase)			2%	5%
Avg. Per Capita (% increase)			32%	27%

1.5 MDP III - Implementation Status and Activities

✓ **Component 1: Municipal performance and Service Delivery (1st Cycle)**

This Component allocates the block and performance-based grants for capital investments in municipal service provision and operating expenditures, especially for Gaza municipalities. The fund is distributed across 144 municipalities (119 in West Bank and 25 in Gaza Strip). The total allocated amount for this component is equal to **€42,818,489** out of which **55% are allocated for West Bank and 45% for Gaza Strip**.

Table 5: MDP III-Cycle 1 Allocation

	WB	KFW	AFD+AFD residual	MDTF	PA	SDC	Total (EUR)
	6,142,218	18,240,712	4,433,750	7,810,529	4,179,234	2,012,045	42,818,489
West Bank	3,474,296	10,451,013	2,585,202	4,475,042	1,377,340	1,152,801	23,515,696
Relative Weight	57%	57%	58%	57%	33%	57%	55%
Gaza	2,667,921	7,789,698	1,848,548	3,335,488	2,801,894	859,244	19,302,793
Relative Weight	43%	43%	42%	43%	67%	43%	45%

The municipalities were informed about their allocation in **October 2017** and they were asked to apply for their investment priorities using a standardized application form published on the web. Since then, the municipalities started filling out the application forms under direct supervision from MDLF engineers. 4 orientation workshops attended by all municipalities in WB&G were conducted during the 1st quarter of 2018. During the workshops, MDLF presented the updated ranking, infrastructure application forms, Environmental and Social Management Framework (EMSF), Land Acquisition and Livelihood (Policy) Framework (LALPF), Cost-Benefit Analysis as well as the financial and procurement arrangements. MDLF had also presented the lessons learned from the MDPII implementation regarding the infrastructure priorities, procurement, and bidding documents.



One of the major obligations of MDP III is to conduct site visits to the municipalities during the appraisal stage. A great effort from MDLF was made by conducting such visits every week. The executed site visits were conducted in the stage of request for application form where MDLF had the chance to meet with the municipalities' representatives, assist the municipalities in filling the standardized application forms, visit the project sites and document that with photos.

MDLF had received almost all the filled application forms from all municipalities in late April 2018, the applications/proposals were subject to revision and appraisal from the technical, social and the environmental point views to ensure the compliance with the regulations and guidelines as per the updated operational manual.



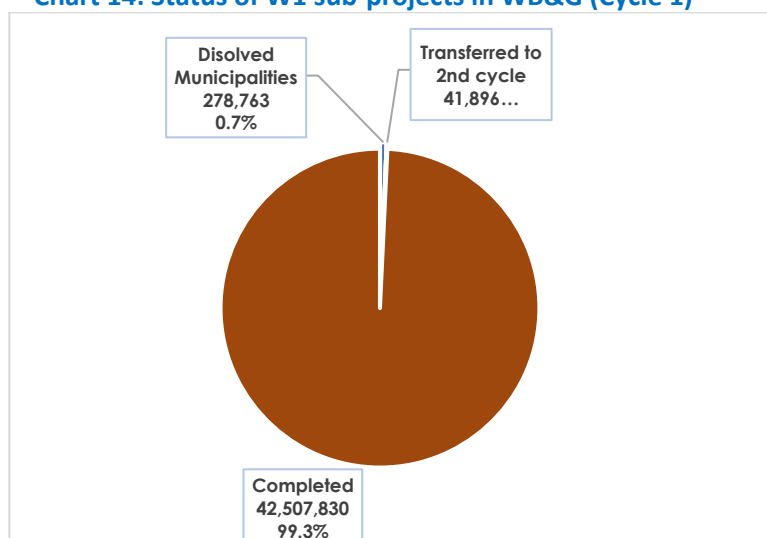
✓ Status of W1 sub-projects (cycle 01)

The implementation of W1 – 1st cycle sub-projects in the West Bank and Gaza is progressing where the status can be illustrated in **Table 6** and **Chart 14** below:

Table 6: Window 1 - Cycle 1 / West Bank & Gaza

	Status	Dissolved Municipalities	Approval & Pre - Approval	Transferred to 2nd cycle	Tendering & retendering	Evaluation	Awarded	Ongoing	Completed	Total
West Bank	Allocation	278,763	-	41,896	-	-	-	-	23,205,037	23,525,696
	No. of Projects	-	-	1	-	-	-	-	150	151
Gaza	Allocation	-	-	-	-	-	-	-	19,302,793	19,302,793
	No. of Projects	-	-	-	-	-	-	-	202	202
Total Allocation		278,763	0	41,896	0	0	0	0	42,507,830	42,828,489
Total No of Projects		0	0	1	0	0	0	0	352	353
Percentage (Allocation)		0.7%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	99.3%	100.00%

Chart 14: Status of W1 sub-projects in WB&G (Cycle 1)





- **348 sub-projects out of 349** were completed with the total allocation (€42,507,830) amounting (99.3%) of the budget.
- **One sub-projects out of 349** was postponed to 2nd cycle, particularly the “Remediation of the Old Garage” for Jericho Municipality to be in line with the Renovation of Spanish Garden in cycle 2, with total allocation (€41,896) amounting (0.1%) of the budget.
- The remaining allocation (€278,763) amounting (0.7%) of the budget, is considered residual which belongs to Al-Ittihad and Al-Zaitouna municipalities who were dissolved. The residual amount was decided to be utilized to cover the cost of the LTCs for component 6.

✓ **Component 1: Municipal performance and Service Delivery (2nd Cycle)**

The allocation for cycle 2 was distributed across 153 municipalities (128 in West Bank and 25 in Gaza Strip). The total allocated amount for this component is equal to **€57,274,235 out of which 55% are allocated for West Bank and 45% for Gaza Strip. Table 7 below illustrates the distribution of cycle 2 allocation per by donor per region.**

Table 7: Distribution of Cycle 2 allocation by donor per region

	WB	KFW	AFD	MDTF	MDTF Additional Financing	PA	EU	SDC	Total (Euro)
	5,606,288	18,294,288	8,235,000	6,893,454	2,026,640	5,000,610	9,200,000	2,017,955	57,274,235
West Bank	3,644,087	12,225,705	5,352,750	4,480,745	1,317,316	3,250,396	0	1,311,670	31,582,669
Relative Weight	65%	67%	65%	65%	65%	65%	0%	65%	55%
Gaza	1,962,201	6,068,584	2,882,250	2,412,709	709,324	1,750,213	9,200,000	706,285	25,691,566
Relative Weight	35%	33%	35%	35%	35%	35%	100%	35%	45%

The municipalities were informed about their allocation in **October 2019** and they were asked to apply for their investment priorities using a standardized application form published on the web. Since then, the municipalities started filling out the application forms under direct supervision from MDLF engineers.

4 orientation workshops attended by all municipalities in WB&G were conducted during the in Dec-2019. During the workshops, MDLF presented the updated ranking, infrastructure application forms, Environmental and Social Management Framework (ESMF), Land Acquisition and Livelihood (Policy) Framework (LALPF), Cost-Benefit Analysis as well as the financial and procurement arrangements. MDLF had also presented the lessons learned from the 1st cycle implementation regarding the infrastructure priorities, technical audit, procurement, and bidding documents.

Most importantly, an orientation on the contract management was also done to all municipalities engineers as one of the weakness issues observed through the cycle 1 implementation.

One of the major obligations of MDP III is to conduct site visits to the municipalities during the appraisal stage. A great effort from MDLF was made by conducting such visits every week. The executed site visits were conducted in the stage of request for application form where MDLF had the chance to meet with the municipalities' representatives, assist the municipalities in filling the standardized application forms, visit the project sites and document that with photos.

MDLF had received all the filled application forms from all municipalities in late February 2020, the applications/proposals were subject to revision and appraisal from the technical, social and the environmental point views to ensure the compliance with the regulations and guidelines as per the updated operational manual.

It is worth noting that due to the emergency state declared by the Palestinian Government on 5th of March 2020, to prevent the spread of COVID 19 pandemic, the appraisal process was (somehow) interrupted. The movement was restricted between the governorates and the work was continued virtually. On the other hand, the MDLF had communicated with FPs to respond to this pandemic at the municipal level where the municipalities are in the forefront of tackling this issue and being responsive for emergency and relief services. In the end the FPs accepted the suggestion from MDLF to allow for the municipalities in the West Bank (like Gaza municipalities) to utilize 20% of their allocation under MDP3 cycle 2, resulting in reformulating the list of sub-projects including the supply of disinfectants and protective materials for some



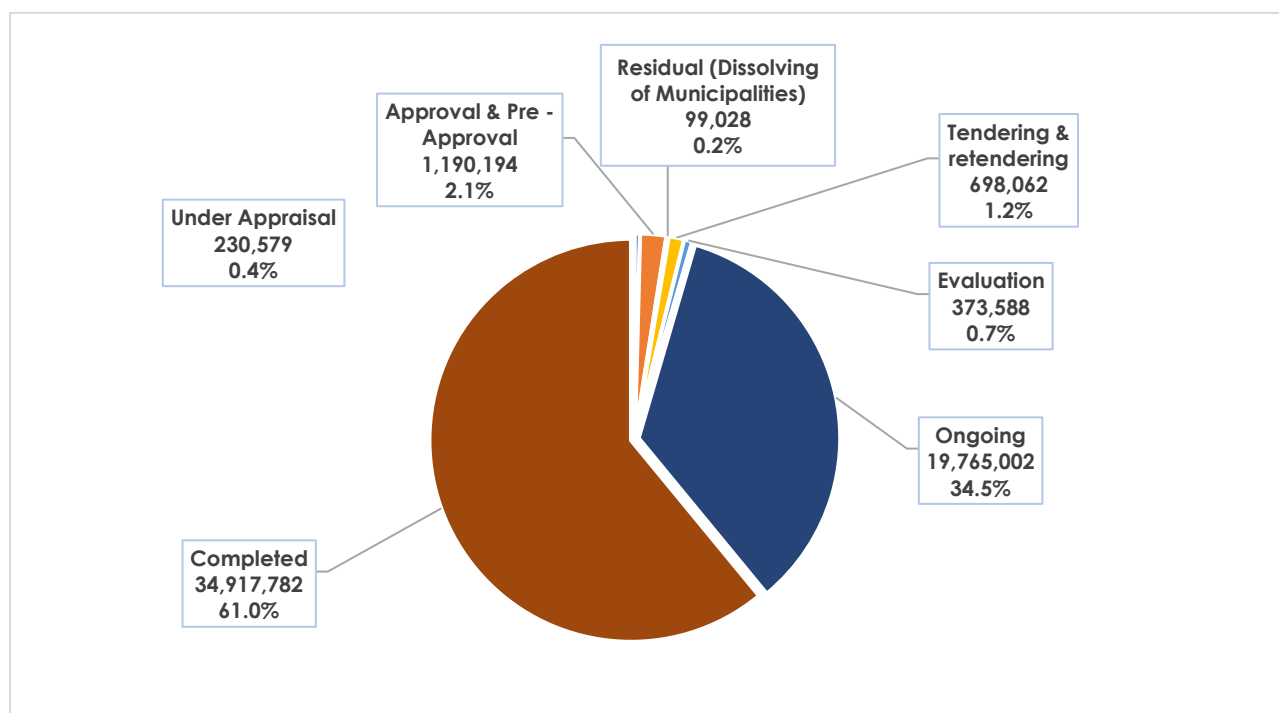
municipalities as well as the incremental cost to cover the JSCs fees for solid waste collection and disposal for instance.

The implementation of W1 – 2nd cycle sub-projects in the West Bank and Gaza is progressing, the status can be illustrated in **Table 8** and **Chart 15** below:

Table 8: Window 1 - Cycle 2 / West Bank & Gaza

	Status	Under Appraisal	Approval & Pre - Approval	Residual (Dissolving of Municipalities)	Tendering & retendering	Evaluation	Awarded	Ongoing	Completed	Total
West Bank	Allocation	230,579	633,437	99,028	111,362	373,588	-	12,423,030	17,711,645	31,582,669
	No. of Projects	2	2	-	2	3	-	49	168	226
Gaza	Allocation	-	556,757	-	586,700	-	-	7,341,971	17,206,137	25,691,566
	No. of Projects	-	7	-	7	-	-	38	228	280
Total Allocation		230,579	1,190,194	99,028	698,062	373,588	0	19,765,002	34,917,782	57,274,235
Total No of Projects		2	9	0	9	3	0	87	396	506
Percentage (Allocation)		0.4%	2.1%	0.2%	1.2%	0.7%	0.0%	34.5%	61.0%	100.00%

Chart 15: Status of W1 sub-projects in WB&G (Cycle 2)



- **396 sub-projects out of 506** were completed with the total allocation (€**34,917,782**) amounting (**61.0%**) of the budget.
- **87 sub-projects out of 506** are ongoing with the total allocation (€**19,765,002**) amounting (**34.5%**) of the budget.
- **3 sub-projects out of 506** are under bid evaluation with the total allocation (€**373,588**) amounting (**0.7%**) of the budget.
- **9 sub-projects out of 506** are under tendering with total allocations (€**698,062**) amounting (**1.2%**) of the budget.
- **9 sub-projects out of 506** were approved/pre-approved with total allocations (€**1,190,194**) amounting (**2.1%**) of the budget.



- **2 sub-project out of 506** are still under appraisal with total allocations (€230,579) amounting (0.4%) of the budget. The remaining allocation (€99,028) amounting (0.2%) of the allocation is considered residual, it belongs to East Bani Zeid which was dissolved.

Environmental and Social Management

MDPIII – Cycle 1

Regarding the environmental and social screening and assessment, MDLF commenced environmental and social screening of the list of MPDIII-CI sub-projects in March of 2018 after finalizing the LALAPF training. Although the progress was slowed at the beginning till the end of April of 2018 where more simplifications were agreed on social safeguard's procedures.

Sub-projects' Environmental Screening and Social Screening went through desk revision, site visits were conducted for both social and environmental assessment of all sub-project, moreover, a social safeguard committee (including the social officer, technical department manager, the environmental officer) was created to facilitate the social screening progress adhering to LALAPF requirements.

The main environmental assessment was of Category B or C, the nature of the selected sub-projects was of a minor, short term, low-risk environmental impacts, the projects adhered to the physical and the cultural resources and the involuntary resettlement policy which in some cases were listed in the environmental and social assessment summary sheet.

The Summary sheet was forwarded to the donors including the Environmental assessment category, cultural resources policy, pest control management, the international waterways policy, risks, impacts, and implication to design, and ESMP sector. Also, social safeguards triggering involuntary resettlement were included: (sort the impact by each affected person, proposed mitigation, agreement, and then provided approvals). The following is summary of the No. of appraised sub-projects in West Bank and Gaza Strip for the list of MDPIII – Cycle 1 sub-projects.

Table 9: Environmental and Social Assessment Summary (MDPIII – Cycle 1)

Item	West Bank	Gaza Strip
Environmental Assessment		
Total Sub-Projects	151	202
Sub-projects were screened to Category B	133	99
Sub-projects were screened to Category C	18	98
Sub-projects were screened to category B-C (Solid Waste management projects)	0	10
Sub-Projects caused internal displacement	0	0
Sub-project triggered the International Waterways policy	0	0
Sub-project triggered the Physical Cultural Resources Policy	0	0
Sub-project triggered the Pest Control Management Policy	0	7
Social Assessment		
Sub-projects triggered the Involuntary Resettlement policy	1	2
Sub-projects have been approved after having agreements with citizens	49	35
Sub-projects did not trigger involuntary resettlement Policy	101	161

MDPIII – Cycle 2

Environmental and Social Management Framework (ESMF) and the technical Manual of the MDP has been updated in 2020 to be compatible with Pandemic COVID-19 procedures and for more focusing on some of specific issues such as health and safety of workers (provision of PPE and sanitizers, insurance coverage, code of conduct, a place for rest, and orientation about the health and safety measures at site); contractors were requested to sign on a commitment letter to follow the MoH requirements at the sub-project site regarding to the COVID-19 pandemic disease. As well, the public consultation procedures and stakeholder engagement



plans were updated according to the COVID-19 situation; the update refer to technical note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings and the MoH guidelines. The new update also included the no-objection of Supplying of pest Control Materials and Disinfection materials in West Bank, as well the waste collection and transport sub-projects. ESMF addressed the required ESMP for all of the newly added sub-projects. The following is summary of the No. of sub-projects in West Bank and Gaza Strip for the list of MDPIII – Cycle 2.

Table 10: Environmental and Social Assessment Summary (MDPIII – Cycle 2)

Item	West Bank	Gaza Strip
Environmental Assessment		
Total Sub-Projects	226	280
Sub-projects were screened to Category B	140	106
Sub-projects were screened to Category C	78	160
Sub-projects were screened to category B-C (Solid Waste management projects)	8	14
Sub-Projects caused internal displacement	2	0
Sub-project triggered the International Waterways policy	0	0
Sub-project triggered the Physical Cultural Resources Policy	0	0
Sub-project triggered the Pest Control Management Policy	0	0
Social Assessment (Category B Sub-projects)		
Sub-projects still under appraisal	0	0
Sub-projects have been approved after having agreements with citizens	59	44
Sub-projects did not trigger involuntary resettlement Policy	81	66

Sectorial ESMPs, and Environmental and Social, Health and Safety (ESHS) in Bidding Documents

The objective of the sub-project Environmental and Social Management Plan (ESMP) is to cater to the environmental and social needs of the MDP in a simple, responsive and cost-effective manner that will unnecessarily overload or impede the project cycle.

The ESMF provides sectorial ESMPs that must be included in the tender documentation, so that potential bidders are aware of environmental and social performance standards, further to complying with safety requirements expected from them and are able to reflect that in their bids.

In addition to the environmental compliance section where breakdown for the cost of each mitigation-measure noncompliance is detailed in this section and will be enclosed in bidding documents.

MDLF prepared sectorial ESMP's for roads, Public Facilities, Energy/Electricity/Street lighting, Water/Wastewater/Strom water drainage sectors to be used with modifications where site-specific requirements were highlighted during appraisal.

Regarding ESHS, most of the sub-projects were of small scale, with a minor environment, social or health, and safety risk or impact, though these conditions were not applicable for any of the tendered sub-projects. Although MDLF reviewed each bid separately, it added more enforcement to the health and safety measures and measures regarding to COVID-19 in the technical specifications and BOQ's introductions, based on the complexity of the project and the potential risks and hazards.



Environmental and Social Management during Construction Stage

- The majority of the sub-projects are of small scale and of rehabilitation nature that have their impacts mainly on - the sustainability of the municipal services. Impacts are minor and temporary; no adverse potential impacts were raised.
- Sub-projects were mostly implemented in a manner that did not cause unwarranted adverse impacts to the environment, where minor environmental impacts during construction phase, and mostly mitigated through proper implementation of environmental, health and safety measures.
- No accidents were registered or noticed in work areas of any sub-project.
- No labor influx was noticed at sites.
- In cases of noncompliance to environmental and social considerations in the environmental and social monitoring plans, environmental notes have been issued.
- Main registered environmental notes are for non-compliance to providing traffic warning signs, spraying water, or to wearing PPE's.

On the grievance mechanism part:

- The new GRM Manual was oriented and discussed with Municipalities; The manual is disclosed on MoLG and MDLF websites.
- Complaints' procedures were raised in the Focus Group sessions where citizens are notified with the presence of the system and they are able to submit their complaints formally. The electronic complaining was encouraged according to the COVID-19 procedures.
- During the construction stage, and as part of the supervision and monitoring visits; it was found the most of the sub-project are of small size, temporary impacts as stated in the environmental sections, where only temporary access through the road segment, or to house entrances, in addition to work duration, are the sort of complaints communicated verbally or officially. Where the LTC report verified the presence of complaints submitted for each sub-project.
- MDLF, and the LTC have noticed that citizens in small size municipalities convey their complaints verbally to the municipality supervisor engineer, or the mayor.

Preparation for MDP III Cycle 2 Environmental and Social Management

- New Environmental Specialist has been recruited in MDLF main office in Ramallah to increase the capacities of MDLF in dealing with the Environmental and Social safeguards.
- MDLF restructured the reporting forms to the use of LTC's, municipality engineers regarding: Focus group reports, monitoring site visit reports for environmental and social management. In addition to unifying the consultation minutes, and agreements for social safeguards procedures.
- MDLF prepared an additional section to the Operation Manual regarding the Grievance Mechanism for the Project under work as usual (noting that when safeguards are triggered and LALAP's is being prepared more rigorous GRM procedures apply as per the LALAPF).
- LTC role for Environmental and Social Management has been modified, where MDLF directly contracted Individual Consultants to follow up the environmental and social management. It was noticed a good improvement and better follow up and compliance with the Environmental and Social requirements.
- Furthermore; Environmental and Social safeguards and management of cycle 2 of MDP was introduced to municipality engineers within Orientation Workshops conducted by MDLF in Middle, South, and North of West Bank, and Gaza Strip. Also, Orientation sessions for all municipalities will be carried out in Q3 of 2021 about the updated ESMF and LALPF., and more discussion about GRM Manual.



✓ **Component /(Window) : Window 2: Component 2: Capacity Development for Municipalities**

This sub-component supports municipalities in improving their performance to graduate to a higher performance category in which they are currently classified; it supports consultant's services, training, and equipment for municipalities in both West Bank and Gaza Strip.

The capacity building packages for included:

- Financial Systems (IFMIS & RMIS)
- Operation & Maintenance (O&M)
- E-Municipality (EMS)
- Citizens Services Centers (CSCs_
- Strategic Development & Investment Plans (SDIPs)
- Fixed Assets Registration and Valuation (FARV)
- Financial Policies & Procedures Manual (FPPM)
- Social accountability (SA) package, noting that the SA is a crosscutting issue that is mainstreamed across all MDP III components.



Regarding the implementation status:

Applications for capacity building packages were received from municipalities as MDLF evaluated the submitted forms along with the supporting documents during the 1st half of 2018 (**concerning the 1st cycle**) and (**January 2020 for the 2nd cycle packages**). It is worth mentioning that the municipalities were also able to fill and submit their Capacity Building Applications online. The capacity building packages were identified as per municipality after which the municipalities were notified about the awarded packages.

- Online application forms were revised and updated.
- Each package has specific pre-requisites to be fulfilled by the LGUs.
- The municipalities were contacted and informed about the readiness of the applications and the need to look at them.
- Each municipality received a username and password for the online application.
- Orientation workshops for municipalities on the available CB packages as well as the online application were conducted in West Bank and Gaza.
- Municipalities were called upon to submit the final CB application after considering orientation workshop instructions.
- MDLF provided technical assistance during the entire process of choosing a CB package and during the process of filling out the CB packages application for each municipality.
- The final applications were received by MDLF and then evaluated.
- The municipalities were informed of the results as shown in **Table 11 concerning the 1st cycle, and the 2nd cycle.**

Table 11: Distribution of Capacity Development Packages

	SDIP	O&M	Financial Package	E-Municipality	FPPM	FARV	Social Accountability	CSC
Number of Benefiting Municipalities 1 st Cycle	92	24	23	6 (upon the readiness assessment that will be done before the final selection)	6 (newly established municipalities)	6	30	7
Number of Benefiting Municipalities 2 nd Cycle	0	39	31	6 (upon the readiness assessment that will be done before the final selection)	7 (Training and coaching the newly established municipalities on the financial policies and procedural manual WB)	7	126	21



Resilience Sub-component

The attack of the COVID-19 pandemic across the globe highlighted the value of making governments, whether at the central or local levels, resilient to emerging complex emergencies, brought about by either natural or man-made hazards. While the impacts of these hazards may be different, there is a clear convergence in the aim of ensuring that communities have the capacities to absorb and recover from the effects of emergencies and disasters. Similarly, governments must equally have the means to mitigate and address the human and economic toll from disasters.

During 2021, MDLF signed an MOU with the National Disaster Risk Management Center in Palestine (PALDRM) to build and develop Integrating Resilience in Local Governance in West Bank and Gaza (WB&G). Under this restructured project, a capacity building component will be implemented to create knowledge and practice for building resilience at the local level. The project will likewise support efforts to institutionalize these efforts through the leadership of the National Disaster Risk Management Center (NDRMC).

In 2022, support will be provided to municipalities in the formulation and execution of policies pertaining to the pandemic and emergency response (e.g., emergency operations plan, closure, management, and repurposing of public systems and spaces, functioning of businesses and private facilities and events at the local level, etc). Technical Assistance (TA) will be targeted to the most vulnerable municipalities, who play key roles in combating the pandemic.

A Technical Assistance on resilience and crisis management Component was added to finance response to forthcoming crises or emergencies throughout the life of the project as follows:

Support will be provided to municipalities in the formulation and execution of policies pertaining to the pandemic and emergency response (e.g., emergency operations plan, closure, management, and repurposing of public systems and spaces, functioning of businesses and private facilities and events at the local level, etc). Technical Assistance (TA) will be targeted to the most vulnerable municipalities, who play key roles in combating the pandemic. The technical assistance package will be integrated into the current capacity development plan for MDP3-cycle 2.

The activities will include the Establishment and/or strengthening the local emergency management systems/resilience plans, including but not limited to:

- Analysis of likely and impactful health and natural crisis, for instance, virus-spread pandemics such as Covid-19.
- Internal decision making and coordination structures among the local community and the national institutions, and maintaining strong information bases to manage future crises.
- Install early warning systems and ensure impending healthcare emergencies.
- Incorporate and/or strengthen public health considerations in existing local disaster resilience programs and documents.
- Ensure that social infrastructure meets public health measures and building design standards for infection control.

Under this restructured project, a capacity building component will be implemented to create knowledge and practice for building resilience at the local level. The project will likewise support efforts to institutionalize these efforts through the leadership of the National Disaster Risk Management Center (NDRMC). The target outcome of this assignment is to lay the foundation for integrating resilience in local governance through the production of technical knowledge, information, and guidelines and the conduct of the corresponding institutional capacity development.



IFMIS Package

- The objective of this package is to implement a modern, comprehensive and integrated financial management information system at the selected municipalities.
- The IFMIS is a management tool that will give municipal officials and MOLG managers the information needed for making decisions, planning their activities, monitoring and evaluating outcomes.
- The integration between the municipalities and MOLG is a crucial part of this assignment and should be done using the best technologies and architectures.
- The integrated financial management information system (IFMIS) is a system that Integrates financial processes executed by different related systems such as budget preparation software (BPS), General ledger (GL), Revenue Management Information System (RMIS), Fixed Assets Registration, Payroll system to derive full benefits from performance-based public financial management. It worth to mention that the integration between the Budget module with the current budget system used by MOLG is essential.
- Given that the implementation of IFMIS cannot be implemented in all municipalities at once, MDLF will initially provide the municipalities with the RMIS to help their readiness for implementing IFMIS for the small municipalities. The RMIS and the IFMIS can be integrated at the implementation stage of IFMIS at the end. On the other hand, the medium-size municipalities MDLF will implement the main modules according to the available capacity that exists inside these municipalities.
- The Financial package will be implemented through three main phases:

Phase one: Institutional Assessment for Financial Package implementation at the selected municipalities. This consulting assignment aimed to determine the Municipalities which will meet the capacity mandatory to qualify for IFMIS modules. And, identify gaps and shortcomings against future staffing and skills requirements on an individual and departmental basis to ensure successful Financial Package implementation.

Phase two: Coaching Municipalities in Implementing IFMIS. This consulting assignment aimed to:

- o Coach the selected municipalities in applying the financial policies and procedures as described in the Financial Policies and
- o Procedure Manual (FPPM) on a modified accrual basis. Coach the financial staff at the selected municipalities in performing all the transactions based on the fund accounting method.
- o Support financial staff to generate all balance sheet line items as of the latest close month and to support sufficient documentation the process has taken to justify all amounts recorded as opening balances.

Phase three: this phase will be performed in parallel with phase two which was aimed to supply and implement the financial software at the selected municipalities according to specified functional requirements.

Phase four: Supply the necessary hardware which has been specified in the first phase.

Operation & Maintenance Package

- The O&M aims at encouraging the municipalities to make sure to allocate budget to operate and maintain their projects, primarily when it relates to roads and public facilities as they appear in their updated Fixed Assets chart. The O&M software also provides what is known as the "Priority Index" which is an effective tool to prioritize the budget expenditure based on the most urgent and most relevant projects, as opposed to keeping it to the often-inaccurate guesses of those responsible for operations or maintenances or their biases.
- Sub-assignments under the O&M package:
 - Physical Inspection for Roads & Public Buildings
 - IT Assessment
 - The O&M Software
 - Hardware Supply and Installation
- The implementation approach will be as follows:

Conducting a physical inspection of roads and buildings about procedures, forms, and templates of the updated O&M manual and as needed to establish the O&M database for each selected municipality.

Data Entry on the O&M software.

Preparing a base map from the updated master plan containing road centerlines, sections and directions.

Coaching the selected municipalities and conducting on the job training on data collection and the use of the physical inspection forms and O&M process, also training on the data entry using the O&M software.

Working on the O&M software.

Conducting a series of training workshop for O&M software the selected municipalities



Citizens Services Centers

- The main objective of this assignment is to support the automation of municipal service delivery mechanisms at selected municipalities.
- The CSCs will provide easy access and reporting on municipal services & complaints, type of complaint and percentage resolved and will provide efficient services to citizens.
- The CSCs will be implemented as follows:

Institutional Assessment for Introducing Citizen Service Centres (mapping, identifying gaps in the working process, optimization of the work process, developing citizens' guidelines for CSCs).

Installation and deployment of the CSCs software system.

IT Assessment conduct IT assessment & BOQ for hardware.

Supply and installation of the hardware that will be identified upon the IT assessment.

Supply of furniture for the CSCs.

Supply of A/C for the CSCs.

Supply of Glass Doors for the CSCs.

Printing of CSCs charter.

Table 12: Updated Status per Package (cycle 1 & cycle 2)

Capacity Building Package	No. of Municipalities	West Bank	Gaza	Updated implementation status
FARV (1 st Cycle)	6	6	0	The assignment has been completed
FARV (2 nd cycle)	7	7	0	The assignment has been completed
Training and coaching the newly established municipalities (1 st Cycle)	6	6	0	- Training and coaching of the newly established municipalities on the financial policies and procedural manual FPPM in West Bank will start during 2022 that will include all the newly formed municipalities.
Training and coaching the newly established municipalities (2 nd Cycle)	7	7	0	
Financial Packages	54	45	9	Institutional Assessment: - The assignment (for Cycle 1&2) has been completed. - The municipalities which will take either IFMIS or RMIS have been identified. - The BOQ and the specifications for the required hardware have been identified. IFMIS & RMIS Coaching: Cycle 1: - The coaching team for Cycle 1 has been completed for most of the targeted municipalities. And, the remain municipalities will be completed by the end of Quarter 1/2022 - An additional scope has been considered as the contract with the coaching company has been amended. The additional scope responded to the challenges that were encountered during our work on the project, that is related to integrating the IFMIS modules with the current RMIS (not the same software provider) for those municipalities that got the RMIS solely in a previous project. And, to ensure a constant user experience for LGU users, MDLF management decided to add the mandatory modules for operating IFMIS for those



				municipalities that are nominated for getting RMIS only within the current contracts with the coaching company. - The amendment affected the end date of the contract as will be ended by the end of Dec. 2022. Financial Software: - Management has decided to merge Cycle 1 with Cycle 2 for the software. MDLF contracted the software provider. This assignment has started in October 2020 and continuing through 2022. - Same the above amendment with coaching company has been applied with the software company. - Another amendment has been applied that affect the deadline of the project. As the funder (PA) has been replaced with MDTF due to the financial deficit of the PA. The new ending date for the contract is 30 June 2022. Supply Hardware: - According to the IT assessment reports, BOQs were prepared for both cycles. - The hardware for cycle 1 was completely delivered to WB & Gaza municipalities. - The hardware for cycle 2 was completely delivered to all targeted municipalities in the West Bank. - The delivery process for Gaza municipalities is still undergoing. However, the vendor for Gaza hardware has been contracted long time ago and waiting the Israeli permit for delivery to Gaza. <i>The activities of the project (Coaching & Supplying the software) were affected by the emergency situation due to the Corona virus, yet efforts continue to overcome all obstacles towards completing the project.</i>
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CSC (Cycle 1)	7	6	1	Cycle 1: Rehabilitation of the physical space of the Citizen Service Centers: - The rehabilitation of the physical space in all targeted municipalities had been completed from their own financing. MDLF provided technical assistance and supervision during the rehabilitation works. Business process re-engineering & IT Assessments: - Consultants were contracted to do a business process reengineering and IT assessments in the West Bank and Gaza. - IT Assessment was completed in the West Bank' and Gaza municipalities and the BOQs had been identified. Supply of Hardware: - Hardware was delivered completely in West Bank & Gaza. Supply of Furniture: - A firm was contracted to supply furniture in West Bank & Gaza and all Furniture were delivered. Supply of computerized software: - A firm was contracted to supply a software in West Bank & Gaza and the software was delivered completely. Print Services Charter - A firm was contracted to design and print charters in West Bank and all charters were delivered completely. However, it is still under procurement process for Gaza.
CSC (Cycle 2)	21	18	3	Cycle 2: Rehabilitation of the physical space of the Citizen Service Centers: - The rehabilitation of the physical space in all the targeted municipalities is procured completely. 16 of 18 municipalities in the West Bank successfully completed the civil works, It is expected to finish the remaining in the West Bank before Feb 2022. Design and supervision for CSC – - For West Bank, a firm was contracted to design and supervise the rehabilitation of CSCs. It is expected to finish other 3 before Feb 2022. - For Gaza, a firm was contracted to design and supervise the rehabilitation of CSCs, the assignment is still undergoing and the works on the ground has not yet started. Business process re-engineering & IT Assessments: - Two consultants were contracted (one for WB and the other for Gaza). Both assignments were successfully completed.



				Supply of Hardware: - For West Bank, A firm was contracted in the West Bank & Gaza, the delivery to west bank was successfully completed. - For Gaza, a firm was contracted long time ago a waiting for Israeli reply on the acceptance for delivery to Gaza. Supply of the Furniture: - For West Bank, A firm was contracted, it is in the delivery process, it expected to finish in Mar 2022. - For Gaza, the furniture waits the final BOQ from the design firm. Supply of computerized software: - A firm was contracted for West Bank & Gaza. The delivery was postponed till the Physical & hardware delivery is completed. It is expected to complete the system installation by April 2022. Print Services Charter - A firm will be contracted to print a service charters to municipalities once the system is implemented in both WB & Gaza. It is expected to start in April 2022.
O&M (Cycle 1)	24	16	8	Cycle 1: Physical Inspection - The assignment was completed as all deliverables had been submitted according to the TOR. IT Assessment for O&M - Two consultants had been contracted for the West Bank and Gaza. - The assessment was completed and the needed hardware had been identified. Supply of Hardware for O&M - A firm was contracted to supply the hardware (in West Bank) and the delivery was completed. - For Gaza, all equipment had been delivered except servers as cloud servers has been contracted for three years. The roll-out of O&M Software - A firm was contracted to supply the software for the West Bank and Gaza municipalities and the system was delivered completely.



O&M (Cycle 2)	39	34	5	Cycle 2 Physical Inspection The assignment was accomplished, which included the following activities: - Preparing TOR for the clusters (North, Middle, South and Gaza). - Workshops were conducted with the municipalities explaining the O&M Package. - Preparing maps with coding for roads and buildings. - All the field works of the physical inspections were completed. - The FARV excel sheets were updated. - The FARV data entry on the O&M system was finalized. - The data entry of the evaluation for buildings and roads were finalized. IT Assessment for O&M - Two consultants had been contracted for the West Bank and Gaza. - The assessment was completed and the needed hardware had been identified. Supply of Hardware for O&M - For West Bank, a firm was contracted to supply the hardware and the delivery was completed. - For Gaza, a firm was contracted long time ago a waiting for Israeli reply on the acceptance for delivery to Gaza. The O&M Software - A firm was contracted to supply the software for the West Bank and Gaza municipalities and the system is in development phase, it expected to be delivered in April 2022.
Social Accountability Cycle 1)	30	25	5	Cycle 1 The SA package for cycle 1 was successfully completed and the lessons learnt were reflected in the TOR for the 2nd cycle.
Social Accountability Cycle 2)	126	106	20	Cycle 2 - The social accountability package has been provided to the municipalities through four contracts, three in the West Bank and one in Gaza. West Bank Status (main deliverables) - Social Accountability Package activities in West Bank and Gaza was accomplished. - All SA Package activities and tasks were completed including:



				- Provide orientation sessions to mayors, municipal council members and staff on social accountability concepts and practices - Conduct and complete social accountability diagnostic report per each municipality. - Forming SA committee at each municipality. - Develop and conduct training sessions for social accountability committees and municipalities staff. - Develop and complete SACs action plans - Signing MOUs between the SACs and the municipalities. - All SACs members signed the code of conduct for their participation. - All municipalities developed their disclosure plans. - An assessment of the complaint systems and mechanisms was completed. - Social Accountability awareness campaign was completed. - 30 SA initiatives were accomplished in West Bank, however, the initiatives in Gaza are still under procurement.
E-Municipality (Cycle1 & 2)	12	9	4	<u>Readiness Assessment & IT Assessment:</u> <u>Cycle 1:</u> - A consultant was contracted to select 6 municipalities upon the readiness assessment. (6 municipalities were identified). <u>Cycle 2:</u> - A consultant was contracted to select 6 municipalities, upon the readiness assessment, the assignment is successfully completed. <u>Supply of Hardware</u> <u>Cycle 1:</u> - Hardware was completely delivered in West Bank & Gaza <u>Cycle 2:</u> - For West bank, hardware was completely delivered. - For Gaza, EMS hardware has been Merged with Financial in one Bid, A firm is contracted in Gaza and waiting to deliver. <u>Supply of Software</u> - A firm will be contracted for both Cycles in West Bank and Gaza after the delivery of hardware for Gaza. It is expected to start in Feb 2022 and finish in July 2022. <u>Ads and Printing Materials</u> - A firm will be contracted for both Cycles in West Bank and Gaza after completing the software assignment. It is expected to finish in Sep 2022.



Readable Budgets

- The readable budget in cycle 1 has been performed by the joint efforts of MOLG, GIZ, and MDLF for 60 municipalities (WB 45, Gaza 15)
- The targeted municipalities have published their budget for 2019 in infographic format through their websites and pages on social media.
- In Cycle 2, the municipalities will publish their budgets for 2020 in addition to their budgets VS actual for 2019.
- This package was implemented in cycle 2 directly by GIZ for 35 municipalities in West Bank, and have been implemented by MDLF in Gaza for 25 municipalities for 2020. It is still under process as it will be completed by the end of March 2022).

In addition to that, the following interventions concerning this component can be listed below:

- ✓ **An outline of the MDLF approach in Implementing Creditworthiness Activities** was prepared and presented to MDLF Funding Partners during the last missions. The TOR for this intervention in establishing creditworthiness activities was prepared and modified based on discussion with the World Bank. Revised version of the TOR has been sent for feedback in the last week of Jan. 2019. The MDLF, in coordination with the World Bank, split the above-mentioned TOR into two assignments as follow:
 - The first TOR is meant to deliver training and transfer the necessary knowledge about the creditworthiness that will target selected municipalities ranked B+ and above. The consulting company for performing this assignment has been contracted in the last week of June 2021 and has been completed by the end of Dec. 2021.
 - The second TOR is meant for implementing a self-assessment tool to determine the areas of interventions by MDLF. It was planned that the assessment tool will be developed by GIZ, however, the GIZ has overcome lots of challenges in developing the tool as they reached currently to the validating stage. In the meanwhile, MDLF has customized the applied tool by the world bank for self-assessment as some parts of the GIZ tool has been considered while other parts have been developed by MDLF. Finally, MDLF has validated & finalized the self-assessment tool. Accordingly, the TOR for self-assessment has been finalized and a consulting company (same company that has been contracted for the training) has been contracted in Oct. 2021 through Feb. 2022.
- ✓ **Re-Implement IFMIS in Gaza Municipality:**
 - The Implementation of IFMIS in Gaza Municipality was planned as part of the MDP2 Program
 - During the project processes, MDLF has recognized that the implementation of IFMIS in Gaza Municipality has been problematic for many aspects in terms of time overruns, unsatisfactory business performance, and the complexity of integration.
 - MDLF has conducted a risk assessment study. The assessment resulted in the need to deal with the Municipality of Gaza in a separate project that meets the requirements of the existing administrative structure of a large municipality in the size of Gaza Municipality.
 - The work on this project has been postponed until Gaza Municipality recognized its challenges in integrating the IFMIS with its internal management systems.
 - Both Gaza Municipality & the software provider have agreed on the detailed levels of the needed integration.
 - Gaza Municipality has decided to take the system with considering their request for performing the integration.
 - Accordingly, MDLF has studied the request of the Gaza Municipality and determined the needed actions to facilitate the implementation of the project.
 - MDLF decided to go with the request of the Gaza municipality and contracted the software provider with expansion for the scope of work to include Gaza municipality requirements for integration and some customization for the system functions.



- The project is ongoing as started in March 2021 and is planned to be ended by the middle of 2022.

✓ **Converting the Financial Policies and Procedures Manual (FPPM) from the Modified Accrual Basis to Full Accrual Basis:**

The assignment has been completed as the consultant updated the FPPM on a full accrual basis and the FPPM on a cash basis to adapt the IPSAS. MDLF is trying to schedule a suitable time with MOLG to deliver an orientation workshop about the updated FPPM. The assignment is considered as completed.

Impact Evaluation of Capacity Building Packages

MDLF commissioned an external consultancy firm to conduct an external impact evaluation to assess the effectiveness and impact of the Capacity Building (CB) support to municipalities under the Municipal Development Program (MDP) and to diagnose its usefulness, efficiency, sustainability, and relevancy. The scope of work included an assessment of the CB packages under all three phases of the MDP, to evaluate the process over time and how adaptations were built based on successes and lessons learned from the activities that were implemented. Understanding that the current CB packages were built on the gains and lessons from the predecessor phases, this analysis took into consideration the cumulative impact of the CB activities and paid close attention to how the capacities of the municipalities have developed over time.

In order to have a comprehensive and in-depth analysis, it was crucial to contextualize its relevance of the CB packages and progress against external efficiency within the overall local government sector development. Additionally, by assessing the delivery of the actual outcomes against the expected targets, the evaluation team was able to assess the efficiency and effectiveness of the CB packages in achieving the expected results. This holistic and multi-layered analysis paid particular attention to the process of implementation of the CB packages, monitoring and evaluation and the sustainability of the implemented CB packages, as well as assessed the internal and external impact of each package among all related stakeholders. **The results of this assessment are reflected in Table (13) below:**

Table 13: Summary of Findings from CB Impact Evaluation

Criteria	Summary of Achievement/Impact per Assessment Criteria	Overall Level of Achievement /Impact
Relevance	One of the strongest elements of the MDLF Capacity Building Packages is their relevance to the needs and conditions of the targeted municipalities. This can be attributed to the fact that this is an initiative that was built on the learning of the previous phases, the design was developed in a participatory manner and the MDLF has a strong reputation and positive relationship with the relevant stakeholders and beneficiaries. The professional and open communication created an implementation process that provided flexibility and ability to adjust when needed to consider differences among the municipalities. However, it is also important to note that this remains an area where the initiative needs further development. Specifically, the categorization and ranking did prove a generative framework for the project's activities, but still particular attention should be considered when it comes to how to best serve municipalities with less capacity or are in vulnerable positions	High
Effectiveness	The effectiveness of the project was found to be high across the project's activities, however as many of the activities are striving for long-term systemic change, in many cases the true effectiveness of the project will take time to be observed. Additionally, there is a challenge when it comes to accommodating the different approaches to work across municipalities and accounting for the different locations' understanding and acceptance of new systems.	High-Medium



Efficiency	Overall, there is a strong appreciation of the performance-based approach taken in the implementation of Capacity Building packages. According to the evaluation findings, there was unanimous appreciation among government and municipal stakeholders of the uniform, transparent, methodology used to provide and obtain grants from MDLF. However, there were questions as to whether the rules, particularly regarding the transfer formula, were fair in terms of addressing the different needs (and capacities) of the municipalities (e.g. transient population such as students or tourists, or distance from urban centers and services). There was also a need to contextualize the differences between the municipalities in terms of their vulnerability and stability due to external pressures and limitations they face as a result of the occupation and external political and economic factors. At this time there is a call for a more nuanced ranking criteria to promote improved budget performance. The MDP successfully established a funding allocation mechanism that created equal opportunities for all municipalities in the West Bank and Gaza to receive funding, irrespective of their political affiliation.	High-Medium
Sustainability	As a result of the ongoing occupation, political instability, and geographic fragmentation, as well as the deteriorating economic situation in Palestine there are real challenges to the sustainability of the CB outputs and products. At this time and for the foreseeable future these initiatives are donor dependent, which creates a situation that is inherently unsustainable for the municipalities. That said the positive changes made in terms of uniting processes and professionalizing the work of the municipalities have shown some progress in reinforcing the relationship between the municipality and the communities they serve.	Medium-low

✓ **Component /(Window) 3: Municipal Partnership Project**

This component will focus on the public-private partnership to better leverage private sector engagement in municipal services delivery and local economic development. This sub-component will support municipalities to identify the potential modalities for private sector engagement, select the most relevant or appropriate modality based on feasibility, and design the implementation of the agreed modality. Specific areas for support would range from permitting and other processes to structuring private sector participation in infrastructure and service delivery (contracting out, joint ventures, special purpose vehicles, and build-operate-transfer agreements), as well as strategic land use planning and associated infrastructure development related to economic growth priorities. This sub-component will be particularly important in terms of supporting technical and human capacity development at the municipal level. The implementation of progress can be summarized as follows:

➤ Diagnostic of PPP at LGU level

- The TOR for the diagnostic study of PPP was cleared by the WB early July, and upon that, MDLF initiated the procurement process to contract a consultant for conducting this study.
- The study was completed and shared with DPs Mid-March 2019. It included a detailed action plan for enabling the environment of PPP at the municipal level.
- The action plan tackled the gaps in PPP enabling environment at the local government level at the policy, the legal and the technical capacity of municipalities' staff in PPP.
- The approach for conducting the study was based on the desk review, quantitative survey (40 municipalities), focus groups and interviews among stakeholders.



- Implementation of action Plan as recommended from the diagnostic:
- The 1st assignment tackled the development of PPP Policy and regulatory framework including awareness and promotional activities. The assignment was completed and the updated policy and regulatory framework was agreed with MOLG.
 - The 2nd assignment tackled the skills and competences in PPP of the selected municipalities in addition to an assessment of potential PPP interventions at the municipal level. The assignment was completed despite the challenges due to Covid 19 pandemic.
 - The training activities were delayed. Accordingly, it was extended to cope the situation and the training modality was agreed to be implemented in 10 clusters. (9 in the West Bank and one in Gaza).
 - By end of the PPP training, a list of 20 potential PPP initiatives was concluded by the targeted municipalities.

Training Topics

- Value Chain Process, Value for money, Evaluation of feasibility study, Palestinian legal framework for PPP mode, Risk Identification and evaluation techniques, Partnership contracts, Monitoring and evaluation of PPP projects.
- Beside the topics mentioned, the training material was upgraded to include both the PPP policy and regulatory framework which was agreed upon with MOLG as well as the PPP manual.

Targeted Municipalities

- 95 municipalities had been targeted by the PPP training.
- The number of targeted staff was 169 Participants from all targeted municipalities. The participant list includes municipality Manger, Mangers of engineering departments, financial managers, Lawyers, head of economic development units, and others.

PPP Initiatives

- By end of the PPP training, a list of 20 potential PPP initiatives was concluded by the targeted municipalities.
- The initiatives were subject to scoring criteria including (eligibility criteria and competitive criteria)

CRITERA	Definitions
Killers	
Relevancy to PPP	Accepted / unaccepted
Sustainability	Accepted / unaccepted
Applicability/ Do ability	Accepted / unaccepted
Scoring Criteria	
Urgency of the project	The initiative shall provide highly demanded public services
Concept	The initiative shall include two to three Pillars of PPP. Namely: - risk allocation, -new technology and -public goods and financial resources.
Readiness	Reflects the steps taken by the municipality in preparation for the implementation of the project in partnership with the private sector. These steps may include allocating land, modifying a structural plan, preparing technical and economic studies, discussing with businessmen...etc.
Attractiveness to private sector	The attractiveness of the private sector can be understood when considering its nature, its profitability, the expected payback period, and the sharing of risks between the two parties. The municipality's name, structure and financial sustainability also play an important role in attracting investors.
Social dimension	The positive effects of partnership projects on poor groups, women, children, youth, or the elderly vary according to the project. Some of these projects provide services to these groups and others give them job opportunities or limit them. All of these factors are evaluated when looking at the project from its social dimension
Environmental impact	The environmental effects of the project include reducing dependence on traditional energy, optimal use of natural resources, reducing and/or utilizing solid waste...etc.

In addition to the PPP, this component will support the local economic development in terms of:



- Institutionalization phase for LED in 10 municipalities: (Jenin, Al-Yamoun, Beit Sahour, Beit Ummar, Nablus, Qabatya, Salfit, Surif, Tulkarem, Ya'bad), and
- Operation phase for LED in 5 municipalities :(Ramallah, Al Bireh, Dura, Jericho, Qalqilia).

In terms of implementation:

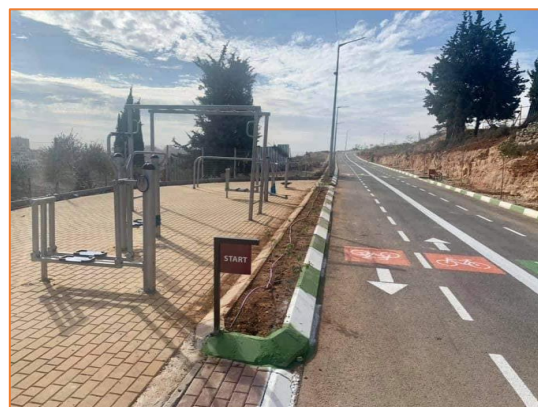
1- Institutionalization phases:

- A consolidated action plan was prepared to cover the five pioneer municipalities.
- An individual consultant supported the municipalities Institutionalization of LED and developed a unified guideline for the nature of the relationship among the LED unit, LED council and the municipal council.

2- Operation phase:

- The municipalities worked on the Community-Driven Initiatives with a predesigned methodology.
- The CDIs Business cases were developed.
- The pioneer municipalities have implemented selected CDIs as follows:

- **Ramallah:** Infrastructure Project (Sport path for Ramallah)
Interior Design Consultancy for (Business Center- Ramallah)
- **Al Bireh:** Rehabilitation of Al Bireh Cafeteria
Infrastructure Project (Albireh kiosks)
- **Dura:** Rehabilitation of Bir Alwad Road and garden
- Infrastructure Project (Al Jameed project)
- **Qalqilia:** Providing Engineering Services for Qalqilia
Aquarium Facility/ Infrastructure Project for Qalqilia (puplic Bazzar Project)
- **Jericho:** The project was cancelled.



✓ **Component /(Window) 4: Project Management**

❖ **Local Technical Consultants (LTCs)**

To better support the municipalities and build their capacity, the MDLF has utilized the services of LTCs firms to provide the needed technical support to the municipalities in West Bank and Gaza. The main objective of this consultancy assignment is to provide technical assistance to the municipalities for the implementation of subprojects approved by MDLF as follows:

- Sub-project planning and Identification (Stage 1): from the planning and identification of eligible sub-projects, and preparation of applications to ensuring eligibility criteria (including environmental and social safeguards) per MDP procedures, including assisting in the preparation, review and comment on individual procurement plans, infrastructure, and services maintenance, designs, specifications, and bidding documents.
- Sub-project implementation and supervision: building the capacity of municipalities to implement the sub-projects and assisting them in the supervision including reporting on the progress of implementation, monitoring of indicators, and compliance with the standards as delineated by the MDLF.
- Ensuring compliance with technical and fiduciary aspects: building the capacity and providing guidance to municipalities on technical and fiduciary aspects of sub-project preparation and implementation to ensure compliance with MDLF's procurement, financial, social and environment safeguards (including the provision of mitigation measures) procedures.



For cycle 01, The local technical consultants were distributed among 9 clusters and they are onboard. However, the LTCs for cycle 02 were distributed among 8 clusters and were contracted by april 2010. It is worth noting that slight modification on the TOR was done as follows:

- Removing the tasks to assist municipalities in filling application form as its done easily by municipalities.
- The social and environmental specialists to be contracted directly by MDLF as individual consultants.
- MDLF selected four municipalities to be out of the scope of the LTCs.

✓ **Component /(Window) 5: Additional Financing for Gaza**

The AF would finance the costs associated with the scaling-up of the Project's support to Gaza municipalities to enable them to expand local services provision though labor-intensive O&M and municipal capital investment activities.

The scale-up would thus finance:

- **Type 1: O&M activities** to restore or maintain critical municipal services given severe funding constraints facing Gaza municipalities (60% of AF, net of administrative costs - **USD 5.52M**). Each municipality shall prepare an O&M plan that will be submitted to MDLF for review and approval. From the approved O&M plane, the municipality identifies packages for O&M implementation (that also defines required labor inputs). This subproject type focuses on Scaling up of operations and maintenance activities to restore or maintain critical municipal services that require labor intensive methods. Type 1 sub-projects will cover financing of **labor, equipment and supplies** necessary to undertake the approved operation and maintenance activities. Among others these subprojects will include: Solid waste collection, sorting and Disposal; Public Health activities, cleanup and security of coastline and beaches, cleanup and beautification of public spaces, irrigation of municipal green areas, O&M of slaughterhouses, O&M of water and waste water networks and facilities, O&M of Public Facilities (Markets, Municipal Sports facilities, culture centers and libraries, solid waste facilities, cemeteries if operated by municipality, public gardens and parks...etc.), roads repairs and maintenance (filling of potholes, crack repair and sealing, etc.), periodic cleanup of draining system, , solid waste collection and sorting, fumigation.
- **Type 2: Investment grants for Gaza municipal investments** that employ labor-intensive methods in subproject implementation (40% of AF, net of administrative costs – **USD 3.68M**). this subprojects type focuses on Scaling up of investment grants identified in the Strategic Development and Investment Plan (**SDIP**) for Gaza municipal investments that employ labor-intensive methods in sub-project implementation. Municipal subproject that can be financed include: **Infrastructure sub-projects** such as, but not limited to: Roads (internal narrow roads that use labor intensive technology), Wastewater and water, (within internal streets that require only labor-intensive technology), Solid waste management, Parks and open space development, public markets, Landscaping of road medians. **Non-infrastructure sub-projects:** Tax and fees mapping (feeding the RMIS with updated clients' databases for better revenue collection), Archiving of municipal records, Solar energy, Inventory of municipal assets (expanding data entry of the operation and Maintenance software and IFMIS), Public awareness campaigns (e.g. innovative ideas to enhance revenue collection, enhancing citizens' ownership, enhance public relations within the citizens service centers), Enhance the Grievance Redress Mechanism (e.g. through developing Smart Mobile applications).

The scope of this component is to:

- Create short term employment opportunities (44 to 66 working days, 16 \$/Day)
- Create 5,000 short term jobs (750 for female)
- The nature of the sub-projects to be financed/prioritized under this component should have max labor content and Hight immediate impact on service.



Regarding the status of component 5,

- The municipalities were informed about their allocation in September 2019 and they were asked to prepare a two year operation and maintenance plans and to prepare proposals for their capital investment sub-projects according to the SDIP of each municipality.
- The municipalities submitted O&M plans using a template developed by MDLF covering all sectors subject to maintenance.
- The plans were reviewed by MDLF concluding a prioritization from (O&M) sub-projects in accordance to the appraisal criteria as stated in the POM. Additionally, a part of the capital investment sub-projects was appraised and approved.
- A total of \$ 9.2M under this component were distributed among Gaza municipalities based on a well-defined criterion comprising of (flat allocation \$ 35,000 and the remaining was allocated as per capita).
- A total of 321 sub-projects were completed as it is illustrated in Table 14 below representing 99% of the total sub-projects. Only three projects are still ongoing representing only 1% of the total sub-projects. Chart 16, 17 illustrate the distribution of funds between the Type 1 and Type two sub-projects and the distribution of allocation per sector.
- Table 15 shows the actual job opportunities as per the sub-projects identified where 5572 actual job opportunities were provided. 834 of which were provided to women representing 15%.

Table 14: Status of Component 5 Sub-projects

Status	No. of Sub-projects	%	Allocation (\$)	%
Pre-tendering	-	-	-	-
Tendering and Evaluation	-	-	-	-
Retendering	-	-	-	-
Awarding	-	-	-	-
Ongoing	3	0.9%	88,000	0.96 %
Completed	321	99.1	9,112,000	99.04 %
Total	324	100.0%	9,200,000	100.0%

Chart 16: Classification of sub-projects (40% Development, 60% O&M)

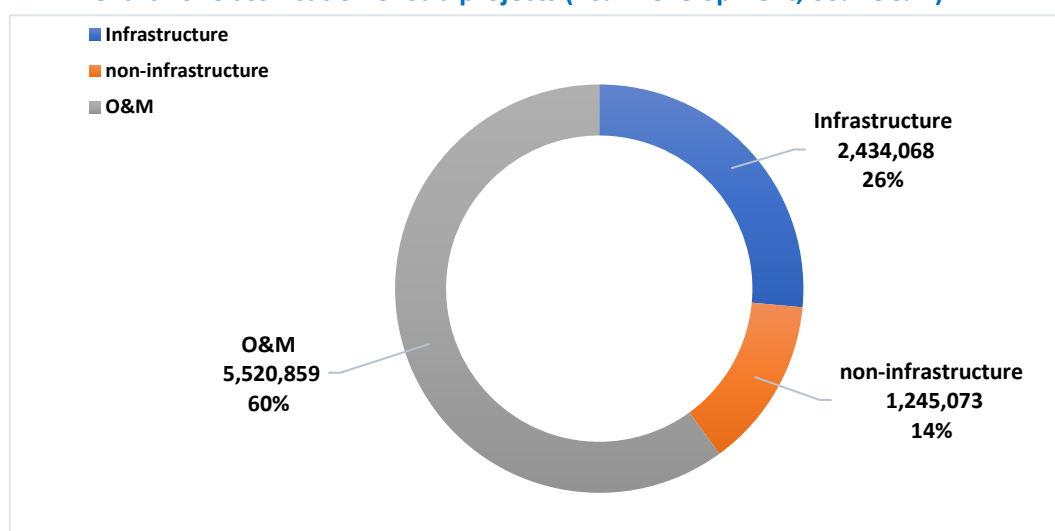
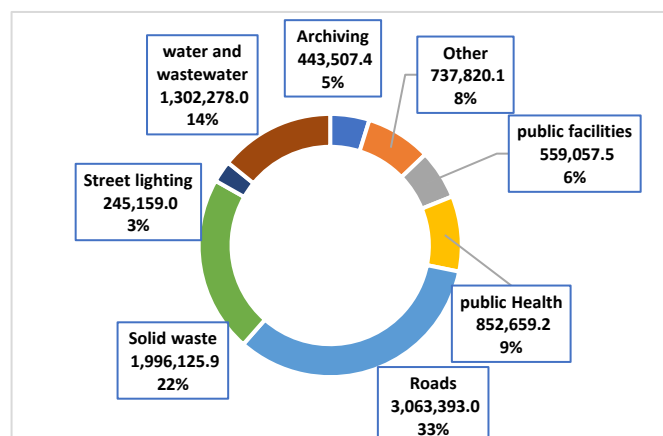




Table 15: Progress of Temporary Job Opportunities

Target Opportunities (Agreement)	5000
Actual Opportunities	5,572
Target Female Opportunities (Agreement)	750
Actual Female Opportunities	834

Chart 17: Component 5 sub-projects Per Sector



Environmental and Social Summary for – Window 5

Environmental and Social Management Plans have been updated to be compatible with Pandemic COVID-19 procedures and with more focusing on some of specific issues such as health and safety of workers (provision of PPE and sanitizers, insurance coverage, code of conduct, a place for rest, and orientation about the health and safety measures at site). As well, the public consultation procedures and stakeholder engagement plans were updated according to the COVID-19 situation; the update refer to technical note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings and the MoH guidelines. The following is an Environmental and Social summary of the No. of sub-projects in Gaza Strip for the list of Window 5.

Table 16: Environmental and Social Assessment Summary (Window 5)

Item	Gaza Strip
Environmental Assessment	
Total Sub-Projects	324
Sub-projects were screened to Category B	78
Sub-projects were screened to Category C	210
Sub-projects were screened to category B-C (Solid Waste management projects)	36
Sub-Projects caused internal displacement	0
Sub-project triggered the International Waterways policy	0
Sub-project triggered the Physical Cultural Resources Policy	0
Sub-project triggered the Pest Control Management Policy	0
Social Assessment (Category B Sub-projects)	
Sub-projects still under appraisal	0
Sub-projects have been approved after having agreements with citizens	5
Sub-projects did not trigger involuntary resettlement Policy	319



✓ **Component /(Window) 6: Additional Financing for Covid 19**

A concept note was prepared by MDLF highlighting the negative impact of the longevity of Pandemic on the Palestinian Local Government Units. This was attributed to the following: i) The increasing unemployment leading to declining income of Palestinian families and ii) shrinking revenues for municipalities which limits their functionality and their capacity to ensure basic services.

The concept was shared with Development Partners in Oct-2020, seeking for quick response to support the municipalities in West Bank and Gaza. Accordingly, the Development Partners positively responded to the MDLF concept note and to the PA request for financing the municipalities which were negatively impacted by the outbreak of COVID-19.

The support to municipalities was based on the fact that municipalities are in the forefront to tackle the diverse impact of the pandemic which were addressed quantitatively and qualitatively by MDLF and MOLG. The specific purpose of the Covid 19 response is to generate short-term employment, to maintain local service delivery, and to improve resilience to the COVID-19 pandemic and crisis management.

The target group of the AF are the estimated 3.7 million habitants of the 158 Palestinian municipalities, which represent around 75% of the total Palestinian population.

Sub-component (6.a)- Emergency labor-intensive Municipal Services:

This component will provide financial support to municipalities to maintain local services provision through labor-intensive O&M and local infrastructure development activities as well as professionals (Backoffice) within municipalities. In addition to supporting the maintenance and continuity of service provision, this component will facilitate temporary job creation through a cash-for-work (C4W) element, partially addressing the wide-scale unemployment challenge expected to result from the current economic shut-down.

Sub-component (6.b)- Recurrent Expenditures:

Given the severe funding constraints facing municipalities resulting from the pandemic induced economic crisis, this component will provide support to municipalities to cover part of their non-wages recurrent expenditures.

Table 17: Expected Results for the Covid 19 - Additional Financing

Indicator	End Target
Number of direct beneficiaries under the Emergency COVID-19 response	200,000
Percentage of beneficiaries satisfied with the impact achieved under the Emergency COVID-19 response ⁶	80%
Number of jobs created in relation to municipalities C4W projects	9500
% women	15%
Number of paid workdays created through the LIPW interventions supported under the Emergency COVID-19 response	540,000
Percentage of funds allocated under component 6.a towards sub-projects that respond to specific needs of women; Data will be monitored in a sex-disaggregated way whenever possible.	10%

Grant Allocation for Comp.6:

The allocation for each municipality is divided for the two components: **6.a: Emergency labor-intensive Municipal services, and 6b: Recurrent Expenditures Sub-projects**, based on the following:

60% for component 6.a, and the remaining allocation (40%) will be disbursed on component 6.b.

The gross allocation for component 6.a and 6.b will be calculated based on the following:

- The total financing for component 6 will be divided into (50% as population and equalization grant) and (50% for the Relative Impact of Covid 19).
- The population and equalization grant would cover an equalization allocation of EUR 50,000 to each municipality and then the remaining allocation will be equally distributed to municipalities based on population.
- Regarding the allocation for relative impact of COVID-19 amounting 50% share of Component 6, it will be distributed as follows: (25 % based on the pandemic effect in accordance to statistics of infections (MOH reports as of 5th of October 2020), and 25% based on the pandemic effect on

⁶Oversampling of women will be required when carrying out the satisfaction survey to assess their level of satisfaction with the infrastructure/facilities developed under the LIPW activities financed by the proposed AF.



household's income).

The above criteria were applied considering the total allocated fund from DPs for Comp.6 is **48,539,639 EUR**. **Table 18 below illustrates the allocation by donor per region.**

Table 18: Distribution of Component 6 Allocation by Donor

	WB	MDTF	AFD	KFW	Total (EUR)
West Bank	7,957,695	4,734,686	6,713,393	14,098,098	33,503,872
Gaza	3,571,230	2,124,818	3,012,816	6,326,902	15,035,766
Total	11,528,926	6,859,504	9,726,209	20,425,000	48,539,639
%	24%	14%	20%	42%	100%

Orientation Workshops to Municipalities:

After disseminating the allocations, the municipalities were split into groups and were invited to participate in scheduled orientation workshops in West Bank and Gaza.

The orientation workshops aim at raising awareness and providing guidance for the following:

- The implementation framework as well as the conditions and requirements for component 6.
- The application form and how to be filled out by the municipalities along with provision of supporting documents.
- Environmental and social impact assessments, the eligible safeguards list, how to use the environmental and social management Framework (ESMF), how to properly manage sub-project environmentally and socially, how to implement health and safety measures during construction and operation, how to receive and solve complaints, and how to report cases.
- Roles and responsibilities for LGUs, LTCs and MDLF.
- How to prepare O&M plans for sub-projects taking into consideration the eligible type of sub-projects.
- Procurement Instructions.
- Financial management and disbursement process.

So far, the implementation status is progressing as illustrated in Chart 18, Chart 19 and table 19 below:

Chart 18: Status of component 6 in terms of sub-projects

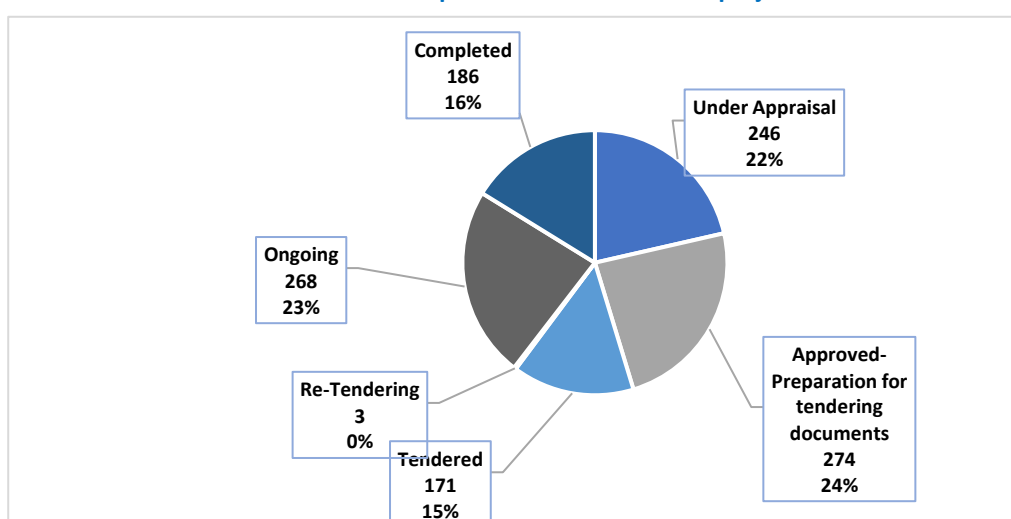




Chart 19: Status of component 6 in terms of Allocation

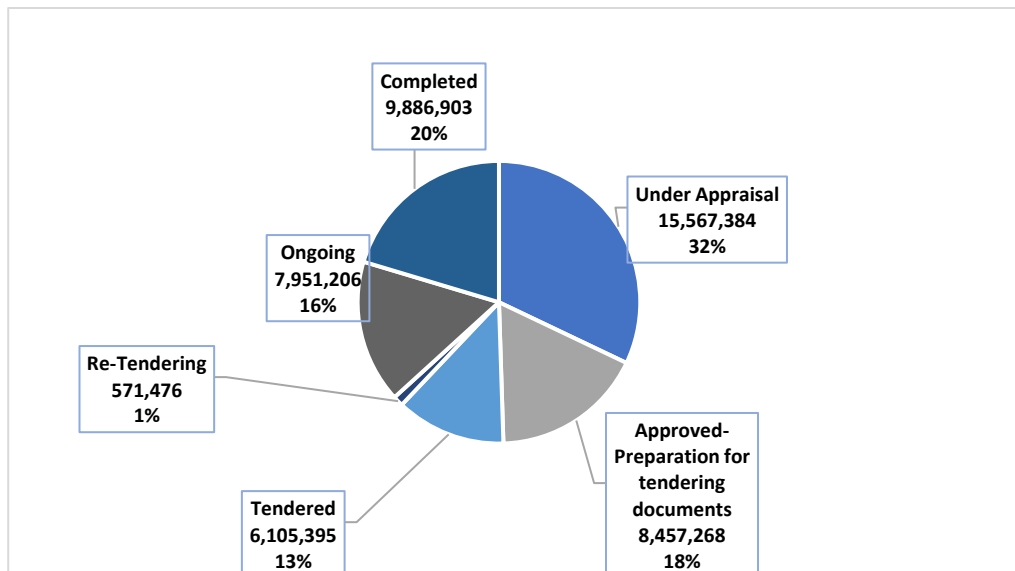




Table 19 below reflects the analysis of Window 6 for both West Bank and Gaza as follows:

Total number of sub-projects in WB and Gaza is **1148 (513 Gaza and 635 WB)** with a total allocation of **48,539,966 Euros (15,035,760 Euros for Gaza, 33,503,873 Euros for WB).**

- ✓ 246 sub-projects in WB and Gaza were under appraisal
- ✓ 274 sub-projects were approved and prepared for tendering.
- ✓ 171 sub-projects were successfully tendered, evaluated and awarded.
- ✓ Only 3 sub-projects were re-tendered.
- ✓ 268 sub-projects in WB and Gaza are ongoing
- ✓ 186 sub-projects are completed representing 16% of the total number of sub-projects.

Table 19: Status of Component 6 sub-projects in West Bank and Gaza

		Under Appraisal/Pre-Approved		Approved-Preparation for tendering documents		Evaluation/Tendered/Awarded		Re-Tendering		Ongoing		Completed		Total	
		6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)
Gaza	No. of Sub-Projects			174	69	71	6	0		54	53	22	64	321	192
	Allocation (EUR)			5,766,080	1,830,101	1,487,367	228,447	-		1,230,329	1,698,667	537,679	2,257,090	9,021,455	6,014,305
	Sub-Total (No. of Sub-Projects)	0		243		77		0		107		86		513	
	Sub-Total Allocation (EUR)	0		7,596,180		1,715,814		0		2,928,996		2,794,769		15,035,760	
West Bank		Under Appraisal		Approved-Preparation for tendering documents		Tendered		Re-Tendering		Ongoing		Completed		Total	
		6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)
	No. of Sub-Projects	219	27	16	15	75	19	3		19	142		100	332	303
	Allocation (EUR)	14,996,420	570,964	402,355	458,733	3,671,489	718,092	571,476		457,585	4,564,625		7,092,134	20,099,325	13,404,548
	Sub-Total (No. of Sub-Projects)	246		31		94		3		161		100		635	
	Sub-Total Allocation (EUR)	15,567,384		861,088		4,389,581		571,476		5,022,210		7,092,134		33,503,873	
West Bank & Gaza		Under Appraisal		Approved-Preparation for tendering documents		Tendered		Re-Tendering		Ongoing		Completed		Total	
		6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)	6.a (60%)	6.b (40%)
	No. of Sub-Projects	219	27	190	84	146	25	3	0	73	195	22	164	653	495
	Allocation (EUR)	14,996,420	570,964	6,168,435	2,288,834	5,158,856	946,539	571,476	-	1,687,914	6,263,292	537,679	9,349,224	29,120,780	19,418,853
	Sub-Total (No. of Sub-Projects)	246		274		171		3		268		186		1148	
	Sub-Total Allocation (EUR)	15,567,384		8,457,268		6,105,395		571,476		7,951,206		9,886,903		48,539,633	



Environmental and Social Summary for – Component 6

The Environmental and Social Management Framework has been updated to be compatible with Pandemic COVID-19 procedures and for more focusing on some of specific issues such as health and safety of workers (provision of PPE and sanitizers, insurance coverage, code of conduct, a place for rest, and orientation about the health and safety measures at site). As well, the public consultation procedures and stakeholder engagement plans were updated according to the COVID-19 situation; the update refers to technical note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings and the MoH guidelines.

The following Environmental and Social requirements are for component 6 sub-projects:

- **Environmental and Social Assessment has been carried out by MDLF/MDLF consultant for each sub-project.** The E&S assessment report is filled after a site visit to the sub-project location.
- **The ESMP is prepared by the municipality and approved by MDLF/MDLF consultant for each sub-project.** The majority of the sub-projects are of small scale and of maintenance nature, and the overall risk in the sub-projects is rated at low level.
- **Environmental and Social Commitment Letter:** it is a formal letter from the municipality to commit that the municipality will follow the ESMP measures during the implementation.
- **Focus Groups:** Municipalities are requested to conduct consultation meeting (Focus Group) with concerned people. During the focus group; the sub-projects components are presented and also the complaints channels including the GBV channels.
- **All workers have to sign contracts describing their scope of work,** duration of the contract and working hours ...etc.
- **Insurance:** All workers under component 6 will be covered by insurance.
- **PPE and First Aid Box:** All workers will be provided by PPE and first aid box at the site, it is part of all sub-projects to supply PPE and First Aid Box.
- **Code of Conduct:** All workers will sign a code of conduct at the beginning of their work stage.
- **E&S orientation for workers:** All workers have orientation session at the first week of work to know their tasks, content of the COC, health and safety measures at the site, and complaints channels.
- **Public disclosure and Communication:** Municipalities are requested to share information for the local communities about the sub-project by using the different tools such as social media. Most of municipality share the ESMP on the social media.

The following tables 20 & 21 present the Environmental and Social requirements which will be used for component (6); Operation and Maintenance, and Recurrent Expenditure.

Table 20: Environmental and Social Summary for 6.a (Operation and Maintenance)

Type of Sub-project	Short description	Environmental assessment category	Environmental screening	ESMP	Site Specific requirements	Additional requirements
Hiring of employees for municipal office work	Employees to work on IT, GIS, design, archiving tasks, PR, accounting, lawyers, and any office work for the municipality.	C	Not required	N/A	N/A	Code of Conduct COVID-19 requirements Orientation session for the new employees on the regulation and environment and social safeguards
Hiring of workers for waste collection / health department	Hiring workers to collect waste, sweeping streets and tasks of the health department such as inspection tasks ..etc	B-C	Not Required	Waste collection ESMP	Waste should be received at a landfill, or at a transfer station which used as a collection point and then the waste is transferred to the landfill in a regular basis	Code of Conduct COVID-19 requirements Orientation for workers PPE for workers Valid Insurance Safety Measures for workers



Type of Sub-project	Short description	Environmental assessment category	Environmental screening	ESMP	Site Specific requirements	Additional requirements
Hiring of workers for roads and sidewalks maintenance	Workers will be used to implement maintenance of streets and not paving large scale streets	B	Required	Roads ESMP	Historical locations, and waterways are not accepted in this program. For any involuntary resettlement, Land acquisition Framework (LALPF) should be followed.	Code of Conduct COVID-19 requirements Orientation for workers PPE for workers Valid Insurance Safety measures for workers Singing contracts
Hiring of workers for water and wastewater' networks' maintenance and cleaning	Workers will be used to implement small scale rehabilitation of water or wastewater or stormwater networks / cleaning of the water and wastewater networks or cleaning of stormwater inlets and gutters.	B	Required	Water/Wastewater ESMP	Historical locations, and waterways are not accepted in this program. For any involuntary resettlement, Land acquisition Framework (LALPF) should be followed.	Code of Conduct COVID-19 requirements Orientation for workers PPE for workers Valid Insurance Safety measures for workers
Hiring of workers for public facilities maintenance	Workers can be used for finishing public facilities, retaining walls, maintenance of public buildings, small scale rehabilitation of markets or gardens...etc	B	Required	Public facilities ESMP	Historical locations, and waterways are not accepted in this program. For any involuntary resettlement, Land acquisition Framework (LALPF) should be followed.	Code of Conduct COVID-19 requirements Orientation for workers PPE for workers Valid Insurance Safety measures and tools at the site
Hiring of workers for electricity and mechanical works	Workers can be for electricity and mechanical works such as lighting of streets, works at municipal workshops ...etc.	B	Required	Electricity/Energy ESMP	Safety measures	Code of Conduct COVID-19 requirements Orientation for workers PPE for workers Valid Insurance Safety measures and tools at the site
Hiring of workers for marine rescue	Marine lifeguards can be used at the beach during the swimming seasons	C	Not required	N/A		Code of Conduct Valid Insurance Safety measures and safeguards at the sites
Hiring of awareness staff	Staff can be used for environmental education campaigns	C	N/A	N/A	N/A	Code of Conduct COVID-19 requirements Orientation for staff Privacy spaces for women employment,



Table 21: Environmental and Social Summary for 6.b (Recurrent Expenditure)

Type of Sub-project	Short description	Environmental assessment category	Environmental screening	ESMP	Specific requirements
Supply of Fuel / oils	Supply of fuel	C	N/A	N/A	- Storage of fuel in the municipal workshops will not be accepted, but in case of supply of big quantity of fuel; a proper storage should be available with proper safety tools e.g. fire extinguishers at the storage site.
Supply of Spare parts / small – medium size equipment / PPE / construction materials	Supply of spare parts for municipal vehicles and generators, small and medium size equipment e.g. equipment used in the municipality workshops or tools used for gardening or lighting ...etc. Supply of PPE for workers. Supply of construction materials.	C	N/A	N/A	- Review specifications which have less environmental impact.
Supply of outreach or awareness materials	Supply of brochures, awareness videos, fact sheets ...etc	C	N/A	N/A	N/A
Fees / Payments	Water, Wastewater, Waste, Electricity, Telephone fees ...etc	C	N/A	N/A	- Waste should be clear that it was sent to a landfill. - Wastewater should be clear it was sent to a treatment plant.
Renting of vehicles / tools	Renting of service vehicles or tools such as tools of surveying, generators ...etc.	C	N/A	Based on the type of rented tool	- Insurance of vehicles are required
Supply of any chemical materials used in the municipal field	Supply of pesticides or chemicals for water purification, or water quality tests, Supply of Alcohol or sanitizers ... etc	C	N/A	ESMP based on the sub-project nature	- MoH approval of the used pesticides materials (list of allowed materials)
Insurance	Insurance of workers and equipment	C	N/A	N/A	-
Design of IT systems	IT systems such as SCADA system to manage the water supply system	C	N/A	N/A	-
Supply of computers, electronics, stationary for municipality	Supply of furniture and electronics for municipality	C	N/A	N/A	-



Type of Sub-project	Short description	Environmental assessment category	Environmental screening	ESMP	Specific requirements
Supply of Pumps	Supply of small pumps used for water and wastewater pumping	C	N/A	N/A	- Review specifications which have less environmental impact.
Consultancy services	IT, Design, Financial, Managerial, legal experts ...etc	C	N/A	N/A	-

Geo-Enabling Initiative For Monitoring and Supervision (GERM)

Kobo Toolbox is one of GEMS tools. KoBo Toolbox software is a tool for field data collection for use in challenging environments or challenging conditions e.g. data collection during COVID-19 situation. The software is free and open source and works both on and offline.

It was agreed with the World Bank to start a pilot of using GEMS in the ES monitoring of some selected sub-projects from Component 6. An orientation workshop was carried out for the environmental and social consultants about how to use GEMS tool as they will be responsible on filling the GEMS online forms during their site visits, whereas MDLF staff will validate the results by random site visits.

The total of selected sub-projects for the pilot is (68 sub-projects) in 45 municipalities distributed in West Bank and Gaza Strip. Only (14) sub-projects are ongoing until now with a total Number of submissions (32).

Hence, the design of GEMS questionnaire was designed jointly by MDLF and World Bank staff, and it consists of different type of questions such as:

1. Text: Questions which need a narrative answer.
2. Number: Questions which need a numeric answer.
3. Date: questions which need a date answer.
4. Location: Map showing the location of the sub-project
5. Multi-choice questions: Questions which provide different choice and the filler can choose between them based on the status in the field and this is the traditional question for asking on the compliance of all ES measures.
6. Documents: documents can be uploaded such as upload the image of the insurance or COC.

All results are collected and analysed on a kobo toolbox database, and a summary report can be printed for the overall sub-projects or for any specific sub-project anytime.

1.6 Results Framework

The following tables reflect the progress against the PDO's and the intermediate results during the reported period:

Table 22: Assessment of PDO Results

Indicator Name	Target	Achievement Progress
Number of municipalities that move up one rank in the performance assessment system	MTR Target: 50 End Target : 100	61 Municipalities – Graduated The end line assessment (2022) is planned to be conducted by mid 2022
People provided with improved urban living conditions	MTR Target: 250,000 End Target: 500,000	469,425 (222659 WB -- 246766 Gaza) As for the 2 nd cycle (it is still under assessment) to make sure there is no double counting.



Indicator Name	Target	Achievement Progress
Municipalities with public disclosure of executed budget and executed SDIP	MTR Target: 50 End Target: 100	140 Municipalities disclosed the executed budget and the executed SDIP The end line assessment (2022) is planned to be conducted by mid-2022
Number of municipalities with operational and enterprise surplus and no increase in arrears	MTR Target: 60 End Target: 80	61 Municipalities have surplus with no increase in net lending The end line assessment (2022) is planned to be conducted by mid-2022

Table 23: Assessment of Intermediate Results

Indicator Name	Target	Achievement Progress
Number of municipalities graduated to category A	MTR Target: 10 End Target :15	16 municipalities are ranked, out of which (12 municipalities are graduated to A) – to be assessed by mid-2022
Number of municipalities completing sub projects within each cycle	MTR Target: 100 End Target: 140	Cycle 1: 108 municipalities completed all 1st cycle projects within the time frame of cycle 1. (89 WB, 19 Gaza) cycle 2: (so far) 90 municipalities completed all 2nd cycle projects (83 WB, 7 Gaza)
Number of municipalities with functional complaint system	MTR Target: 44 End Target: 100	113 municipalities have functional complaint system to be assessed by mid-2022
Percentage of investments financed under the project in adequate technical state and used as intended	MTR Target: 60% End Target: 80%	80% of W1 investment (subject to technical audit & usability assessment) are functional and used as intended. to be assessed by mid-2022
% Of beneficiaries satisfied with municipal sub projects executed under MDP 3	MTR Target: 70% End Target: 80%	85% (average satisfaction of beneficiaries regarding – relevance, coverage, impact, quality)- to be assessed by mid-2022
Percentage of municipalities satisfied with MDLF support	MTR Target: 85% End Target: 95%	Average satisfaction 89% in terms of MDLF support, interaction, transparency...etc.- to be assessed by mid-2022
Road Map for MDLF as Lending Intermediary consulted with relevant stakeholders	End Target: Yes	Achieved (The road map was prepared and shared with DPs).
Municipal audit standard developed	End Target: Yes	Done by the GIZ
Number of municipalities with yearly increase in revenues collected by the municipality	End Target: 120	126 Municipalities have increased their own source revenues. to be assessed by mid-2022
Number of municipalities reporting enhanced capacity to engage with private sector for municipal service delivery and/or local economic development	End Target: 25	23 municipalities reported enhanced capacity in PPP. (20 municipalities prepared initiatives on PPP, 3 municipalities have been implementing CDIs financed from the VNG), in addition to 33 municipalities applied PPP concepts to MOLG competition for LED.
Number of subprojects completed by Gaza municipalities under the Additional Financing (Number)	End Target: 30	321 sub-projects have been identified and completed
Number of temporary jobs created in Gaza by the Additional Financing (Number)	End Target: 5000	Actual: 5572
Female beneficiaries (Number)	End Target: 750	Actual: 834
Number of Gaza municipalities successfully implementing an O&M activity (Number)	End Target: 25	Achieved: 25



1.7 Challenges and Obstacles

- There is a lack of commitment from the municipalities regarding the submission of the needed documents for MDLF appraisal and verification as requested. Additionally, it was noticed that the submitted design documents in some cases are neither complete nor acceptable.
- The ongoing crisis brought by the COVID-19 pandemic caused a delay to the planning and implementation of the project. Many sites were not allowed to be visited resulting in slow-down of the appraisal process in general.
- The GRM was performing well during the first cycle of MDP III, however, it is expected to face some difficulties during the current cycle, as cycle II already recorded some delay cases in the implementation of the purchase of vehicles spare parts sub-projects through the recurrent expenditure as well as the supply of hardware components related to capacity development packages.
- The consultation process associated with the documentation regarding the social safeguards took longer time than anticipated.
- The PA contribution of 10% to the project financing was not transferred on time, this issue was addressed with the MOLG and MOFP outlining the main concerns such as the disruptions of project implementation and the lack of commitment to the national municipal sector program.
- The municipal staff did not assume ownership of their projects in some cases, and they heavily relied on LTCs engineers, consultants and MDLF staff in quality control, and financial management, especially in the context of irregular payment of municipal employees' salaries due to the financial crisis being in place.
- There was a gap among the municipalities regarding their capacities especially in the ESMF requirements which lead to further works from MDLF and LTCs to ensure the compliance with standards and guiding procedures according to the MDLF operational manuals.
- The procurement for the different capacity development packages started simultaneously concluding large numbers of EOIs and technical proposals to be evaluated technically.
- The Slow process in response to financial management reforms: (an adaptation of new procedures, software, reporting and monitoring systems etc.).
- Year 2020 has an outstanding year with Covid 19 pandemic which had negative implications on the planned activities. The MDLF team had to replace the compressive workshops into small groups meeting to assure social distancing as well as the use of virtual meetings. The assignments took more time than anticipated.
- The aggression on Gaza in May has had negative impact and sever damage to the infrastructure services, increased burdens on municipalities to mitigate the effects of destruction, as well as restricting the entry of construction materials for more than two months, which has delayed the implementation of projects.
- Municipalities inability to cover current expenditure due to COVID-19 crises and its implications of municipalities work. The additional financing that covered the recurrent expenditures in window (6) helped the municipalities to continue providing services in times of emergency. There was a quick response from the municipalities in dealing with this unexpected challenge, and some municipalities asked to increase the percentage of recurrent expenses.
- Window (6.b) included two types of employments: **1) University Graduates employment** (Backoffice support). **2) Workers** (Skilled and non-skilled workers for Infrastructure maintenance projects). Municipalities received huge number of applicants from university graduates, which was higher than expected and planned. On the other hand, there was a shortage of skilled & unskilled labours in local market: specially for the operation and maintenance of the municipality's infrastructure. Municipalities filtered the applications carefully and choose Backoffice workers as much as needed, such as archiving, administrative tasks, engineering tasks to improve their skills. Municipalities who did not receive the needed number of applicants made extra effort in advertising about the available



opportunities. Some municipalities asked the workers to cover the required employment needs, while small number of municipalities failed to cover the required employment.

- The elections of local Authorities caused delays of decision-making in the municipalities during the election period.
- The emergency condition: The increasing number of infections from Corona Virus that led to closures of some municipalities and restrictions of movement.
- Planned wages in project doc does not reflect reality.





2. Area C Development Programme in the West Bank – Package V “EU-DRO Fund”

2.1 Background

This action is based on the Financing Agreement “Support to Sustainable Economic Development and Enhanced Governance - ENI/2018/041-137”, the Financing Agreement was signed between the European Union (EU) and the Palestinian Authority (PA) on 18th June 2019.

The EU and PA agreed on the following approach with regard to projects implementation in Area C: “the Implementation of infrastructure projects in communities in Area C may start once a statutory outline plan has been formally approved by the Israeli authorities or is considered as tacitly approved if no major objection has been raised within 18 months following the submission of the plan by the Village Councils to the ICA”.

The Municipal Development and Lending Fund (MDLF) has been nominated for implementation

of basic infrastructure in Area C based on (i) the recommendation letter of the Ministry of Local Government (MoLG) on 20th of April 2016 and (ii) compliance to eligibility conditions and essential selection criteria as stipulated in the Technical and Administrative Provisions of the signed financing agreement.

A Steering Committee composed of the European Union (EU), PA (Palestinian Authority), MDLF and of other donors financing the action was formed as an organizational set-up of implementing this program. The Steering Committee is mandated to discuss and endorse the localities as well as the selected projects to be implemented in the target localities in Area C.

The PA/MOLG and the MDLF prepared competitive selection criteria for the identification and selection of eligible localities and respective social infrastructure projects in Area C. These criteria were shared and discussed with financing partners (European Union “EU” and the Danish Representative Office “DRO” and finally approved by the Steering Committee on 30th June 2016).

The selection criteria⁷ is composed of sub criterion starting from the high-level eligibility and screening, followed by a competitive scoring of the eligible localities, and ending with a competitive selection criterion for projects. Upon that, a set of localities were nominated by MOLG/MDLF during the meeting on 19th February 2020 and then endorsed by the SC on 24th February 2020 to be targeted by this action.

It is worth noting that the proposed projects are based on the statutory outline plans (accompanied by detailed planning packages for transport, water and wastewater networks as well as action plans for essential social and public infrastructure projects). These plans were developed in a participatory manner by the target communities and were supported by Non-Governmental Organizations (NGOs) or private urban planning firms. The statutory outline plans and the detailed planning packages were submitted to the PA and to the Israeli Civil Administration (ICA). At the Israeli Civil Administration, the plans were registered and processed through a complex and cumbersome authorization process.

The communities developed the statutory outline plans and the action plans for essential social and public infrastructure in a participatory inclusive mode, taking the demographic and socio-economic development needs for the next 20 years into account. Accordingly, a set of projects proposed in this action were suggested and identified by the local communities with the view to improve the quality of life for the inhabitants within those communities. These projects were re-confirmed during the identification phase of this action including approvals from the respective governmental bodies or ministries.



⁷ For more details on the selection criteria please see section 2.1.3.2 of the grant proposal.



2.2 Description

Objectives of the Action

The overall objective (impact) of the action is to improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C and for the development of the Palestinian economy.

The specific objective (outcome) of the action is composed of two folds (i) to improve access to essential and public infrastructure in Area C; (ii) strengthening the Palestinian institutions' capacity to deliver essential social and public infrastructure in Area C.

Expected Outputs

- It is expected to enhance the living conditions of 26,062 residents in 15 localities: (Almorooj (500)-Wadi rahhal –Abdulla Ibrahim (1819), -Alkhader municipality (1715)-Ras Elwad (900)-Um Addaraj(1009)-Ramadeen(4150)-Maeen(825)-As-Semia(571)-Izbat Shoufeh(1456)-Khirbet Fares(250)-East Aba(571)-Bir Albash(1725)-Qalqilya(2000)-Jensafout (2571)-Al-Ezariya(6000); through the implementation of 16 sub-projects as follows:
- **Roads:** Construction and rehabilitation of 5 different road's projects with a total length of 3.7 KM.
- **Schools:** Construction of new schools in three different localities. The total area is about 2,340 SQM.
- **Public Buildings:** Finishing works for the existing building in one locality, (total Area 800 SQM), the scope of work includes repairing, electrical and mechanical fixtures and painting, maintenance works for the kindergarten, construction of boundary walls, provision of furniture, and insulation works for the roof of the building, in addition to the construction of boundary walls.
- **Water:** Construction of 3 elevated water tanks with total capacity of 1250 Cubic Meters including transmission lines in 3 localities, construction of water networks in 2 localities including provision of house connection and water meters for one locality, the total length of water networks is estimated (11.75 KM).
- **Electricity:** Rehabilitation of existing electrical networks in 2 localities. The total length of the networks is estimated (3.2 KM).
- **Capacity development** of the concerned LGUs and community mobilization activities with regards to social public infrastructure implemented under the EU programme in Area C.

2.3 Financing

The "MDLF" has received a grant from the European Union "EU" towards the cost of "Development of Area C in the West Bank" in a total of (Euro 5,775,142.31). The agreement was signed on June 23th, 2020 for 40 months. Table 24 illustrates the budget breakdown.

Table 24: Breakdown Budget – Area C Development Programme –Package V

Item	Budget (Euro)
1- MDLF management fees (indirect cost) = 7% of direct eligible cost	377,650
2- Total Direct Eligible Cost	5,395,000
2.1 Other Costs and Services	55,000
Expenditure Verification/Audit	10,000
Evaluation Cost	15,000
Visibility Actions	30,000
2.2 Other	5,340,000
Legal Fees	15,000
Cost of Infrastructure Sub-Projects	4,890,000
Local Technical Consultancy for Design, Supervision and Communities Mobilization Activities	240,000
Technical support Expert/s	125,000
Consultancy for Civic Engagement	70,000
3- Provision for contingency reserve	2,492.31
Total Cost of the Action	5,775,142.31



2.4 Sub- Projects Identification and Description

The selected projects in the target localities were identified based on the outline plans and the action plans developed by the local consultancy firms/NGOs. The outline plans were validated by the communities through community participation workshops in the field, involving a broad spectrum of the affected communities, including the women, boys and girls and the elderly in the community, and then endorsed by the Ministry of Local Government.

The selected projects were visited by MDLF staff in collaboration with the MOLG where the council's members as well as the local communities there have emphasized the importance and vitality of those projects to their localities. The total allocated amount for sub-projects in the targeted LGUs in the West Bank is € 4,890,000. The allocated budget can be summarized in Chart 20 and Chart 21 below:

Chart 20: Distribution of Financing Per Sector

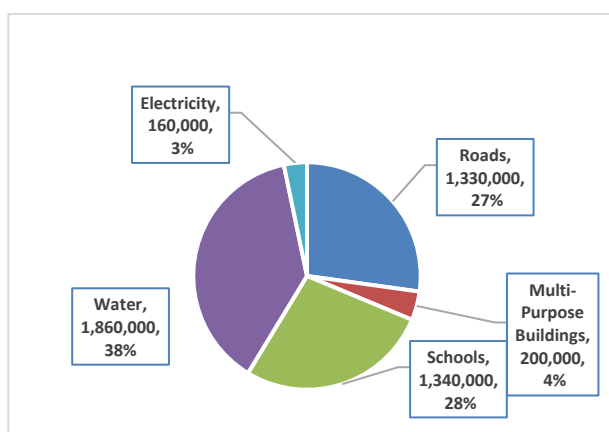
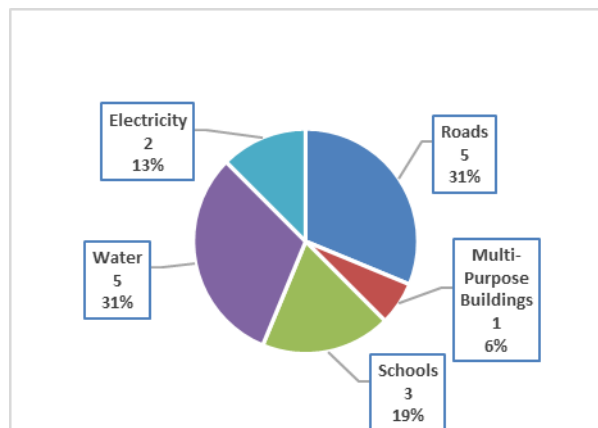


Chart 21: Distribution of Projects Per Sector



2.5 Results and Activities

2.5.1 Assessment of Results Achieved

Table 25: Results Framework

	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Achieved	Percentage of Achievement
Overall objective: (Impact)	To improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C and for the development of the Palestinian economy	Number of residents living in Area C in the targeted localities	26,062 (2020) [TBC during the design phase] Disaggregated by sex 12,769 females 13,293 males	5% increase beyond the natural growth rate (2027)	Not yet achieved	-----
		% Increase of LGUs revenues as a result of the implemented interventions (water, electricity, new crafts and shops)	0 (2020)	15% increase (2027)	Not yet Achieved	-----



	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Achieved	Percentage of Achievement
Specific objective(s): Outcome(s)	SO 1: To improve access to essential and public infrastructure in Area C (Schools, public buildings, roads, water distribution and electricity distribution) SO 1 (continued): To improve access to essential and public infrastructure in Area C (Schools, public buildings, roads, water distribution and electricity distribution)	Number of direct beneficiaries that have supported to get access to essential and public services, in Area C, under MDLF programmes	40,000 people (52 % women & 48 % men), (2020)	82,000 people (52 % women & 48 % men), (2025)	Not yet Achieved	-----
		Number of localities supported through EU Area C Development Programme in the West Bank	31 (2020)	46 (2025)	46 have been supported	100%
		Number of individuals with access to safe and equitable potable water	0 (2020)	8,500 (2025)	1 subproject completed 570 individuals	6.7%
		Number of individuals with improved access to electricity	0 (2020)	1,600 (2025)	1 subproject completed (1009) individuals	63%
		Number of students benefited from the schools constructed or expanded a) primary education, b) secondary	Primary 360 (2020) Secondary 360 (2020) (enrolled to unfortunate and crowded education facilities)	Primary 450 (2025) Secondary 420 (2025) (to be enrolled to better educational facilities)	Not yet achieved	-----
	SO 2: To strengthen the Palestinian institutions' capacity to deliver essential social and public sustainable	% Of citizens satisfied with the outcomes of the implemented projects and services provided by the LGUs (representative sample of citizens and projects)	TBC (2020)	75% (2025)	Not yet assessed	-----



	services in Area C	Number of localities benefiting from capacity building support in management of aftercare period for the completed projects	0 (2020)	15(2025)	Undergoing	-----
		% Allocated of LGU budget for operation, sustainable performance and development projects in Area C	0 (2020)	10%, (2027)	Not yet assessed	-----
		% Of inhabitants participated in community mobilization activities	0 (2020)	15% (2025) in average	Undergoing	-----
Outputs	New/improved public facilities implemented in Area C including: (schools, public buildings, roads, water and electricity) and Improved services delivery	Number and areas of schools constructed or expanded	0 (2020)	Three (3) schools with total area of 2,340 SQM of constructed/expanded. (2025)	Undergoing	-----
		Number and area of public buildings renovated/developed	0 (2020)	One public building renovated/developed with total of 800 SQM, (2025)	Undergoing	-----
		Total length of roads constructed/rehabilitated	0 (2020)	3.7 KM of roads constructed/rehabilitated, (2025)	1 subproject 0.524 Km	14%
		Length of water distribution networks and main carrier lines implemented by the project	0 (2020)	11.7KM of water distribution networks and main carrier lines are installed and in use, (2025)	1 sub-project 0.870 water line 29 House connections	7.4%
		Number of additional safe storage of Cubic Meters (CM) of potable water	300 CM (2020) Stored at rusted and unhealthy conditions	1250 CM (2025) Stored in safe and healthy conditions	Undergoing	



		Length of electrical distribution networks developed by the project	0 (2020)	3.2 km of electrical distribution networks developed, (2025)	1 sub-project 3 km	
		Number of social mobilization workshops (design, social responsibility, water and electricity public awareness concepts)	0 (2020)	50 (2025)	Undergoing	
		Number of operational and maintenance plans prepared by the project	0 (2020)	15 (2025)	Undergoing	

2.5.2 Implementation Progress at the Activity Level

a) Infrastructure Component

Since the signature of the agreement between MDLF and the EU, MDLF has started the coordination with the key stakeholders effectively (EU, the MOLG and the target LGUs) to meet the planned targets and to avoid any miss communication during the implementation. In this regard, MDLF had conducted several meetings with the MOLG and the target LGUs to make sure that all the preparatory activities were done regarding the permits and approvals from the inline ministries such as, getting the needed approval from the Ministry of Education for adding classrooms, getting the approval from the Palestinian Water Authority for expansion or construction of water networks, etc.

In parallel to effective communication with the key stakeholders, MDLF had contracted two local technical consultants in West Bank for design and supervision and a technical support expert to assist MDLF to follow up on the project activities.

The LTC's were contracted on 8th and 11th of October 2020 (LTC for North Area of West Bank) and (LTC for South Area of West Bank) and the TSE was contracted on July 1st 2020. Following the contract with the LTCs, kick-off meetings were conducted to ensure a clear understanding from the consultant of the scope of work and the main tasks of the LTCs. Upon the kick-off meeting, the LTCs were requested to communicate with the target LGUs and conduct the field visits to projects locations to verify the description and the costing of the projects as well.

More focus on the works conducted during the reporting period, it could be summarized as per the following:

Preliminary Stage:

- A kick-off meeting with LTC representatives (North area) was conducted on November 11th 2020 and on November 24th 2020 with (South Area) to discuss the project components, allocations, and other issues.
- Field visits had been conducted to the target LGUs in all Governorates by MDLFs' engineers and the LTCs to introduce the team and start collecting the needed data.
- The field survey was carried out including the projection of all structures, manholes, poles, walls and any underground facilities if any within the effective corridor of the road project and within the effective area of the public facilities.
- Following the field investigation, MDLF and the LTC had communicated effectively with the planning department/MOLG to make sure that all the project sites are located within the master plan boundaries.
- A procurement plan (PP) was prepared for all the work packages where some of them are consultancy, non-consultancy services, works, and goods.



- Regarding the infrastructure sub-projects, there are 11 NCB sub-projects (Works) with total allocation of € 4,310,000 amounting 88.14 % of the total allocated budget and 5 Shopping sub-project (works) with total allocation of € 580,000 amounting 11.86 % of the total allocated budget.

Design Stage:

To prepare a complete design for every single sub-project the following steps were taken:

- The needed design data were collected and the site investigation was conducted to decide and verify the steps needed in every single project.
- The collected data was represented in the format that would assist in preparing an environmental risk assessment and social risk assessment.
- A direct consultation was conducted with the target LGUs and line ministries to verify the required standards and design criteria.
- The LTCs with direct support from MDLF instructed the LGUs to create and organize an independent project file for every single project.
- The needed soil and structural investigations and tests were conducted.



Isbit Shoofeh Water Tank



Khirbet Faris Road



Qalqilia Internal Road



Wadi Rahhal Multipurpose Building



Table 26: Status of Sub-projects

No	Locality	LGU	Governorate	Population ⁸	Recommended Title	Sector	Brief Description	Allocated budget	Estimated Construction Cost (EUR) ⁹	Sub-project status
1	Almorooj	Janata Municipality	Bethlehem	500	Development of Water Distribution Network	Water	The project will replace the current low capacity water supply line (1/2") with new water line (2") with total length of 1.8 KM. It includes upgrading the boosting station within Janata municipality jurisdiction.	100,000	62,730	Completed
2	Abdulla Ibrahim	Wadi Rahal Village Council	Bethlehem	1819	Renovation and development of an existing multipurpose building	Public Facilities	The project consists of finishing works for the existing multipurpose building (2 floors with total area 800 SQM), which comprises of community hall, village council premises and kindergarten, construction of boundary walls, provision of furniture, and insulation works for the roof.	200,000	127,187	Completed
3					Development of Wadi Rahal Secondary Boys School	Education	The project consists of construction 3 new rooms (horizontal expansion) and staircase of total area 240 SQM, rehabilitation of existing school yard, entrance road to school, sanitary unit and upgrade the electricity connection. The land for the new classes lies within the existing school site.	220,000	268,528	Ongoing
4	Alkhader	Alkhader Municipality	Bethlehem	1715	Construction of an Internal Road in Al Khader town	Roads	The project consists of the construction of about 0.5 KM length. The works will include excavation, levelling, concrete sidewalks, retaining walls, boundary walls and road furniture, sanitary pipe line. The roads' width is 6 m and up to 1 m sidewalks each side.	290,000	255,025	Ongoing

⁸ Data Source: MOLG

⁹ Excluding VAT.



Table 26: Status of Sub-projects

No	Locality	LGU	Governorate	Population ⁸	Recommended Title	Sector	Brief Description	Allocated budget	Estimated Construction Cost (EUR) ⁹	Sub-project status
5	Ras Al Wad	Za'tara Municipality	Bethlehem	900	Construction of Ras Al-Aad Elementary Mixed School	Education	Construction of an elementary school comprised of nine (9) classrooms, laboratory premises, teacher's room, library premises, sanitary unit (toilets and septic tank), and external works. The furniture and equipment for the elementary school will be provided by the Ministry of Education. The total area of the school is 1,200 SQM.	630,000	784,968	Ongoing
6	Um Addaraj	Al Ka'beneh Village Council	Hebron	1009	Rehabilitation of the Electrical Network	Electricity	The project consists of rehabilitation of the existing network including poles, underground cables and transformer. The total length of the network is 2 KM.	70,000	70,400	Completed
7	Al Ramadeen	Al Ramadeen Municipality	Hebron	4150	Construction of an Elevated Water Tank and Main Transmission Line	Water	The project consists of construction of an elevated water tank of 500 Cubic Meter, the work consists of mobilization works, earth works, concrete works, piping works, external works, testing works. The works include supply and install of 1 KM of transmission line.	510,000	483,678	Ongoing
8	Ma'een	Al Karmel Municipality	Hebron	825	Construction of the Secondary Girls School	Education	The project consists of construction of six (6) classrooms, in addition to science laboratory, teacher's room, library room, staircase (toilet units and septic tank), and external works. The furniture and equipment for the school will be provided by the Ministry of Education. The total area is about 900 SQM.	490,000	793,444	The bid was evaluated and ready to sign the contract.
9	As-Semia	Al Samu' Municipality	Hebron	571	Rehabilitation of the Electrical Network	Electricity	The project consists of rehabilitation of existing network. The work consists of supplying and installing medium voltage cable 36 KV of 1.2 KM, transformation station of 36KV to 400KVA and development of low voltage network.	90,000	90,280	Suspended due to 1 verbal SWO from Israelis



Table 26: Status of Sub-projects

No	Locality	LGU	Governorate	Population ⁸	Recommended Title	Sector	Brief Description	Allocated budget	Estimated Construction Cost (EUR) ⁹	Sub-project status
10	Izbat Shoufeh	Shoufeh Village Council	Tulkarem	1456	Construction of an Elevated Water Tank and Main Carrier Line	Water	The project consists of construction of an elevated water tank of 250 Cubic Meter, the work consists of mobilization works, earth works, concrete works, piping works, external works testing works and main carrier line of 1.7 KM.	370,000	402,009	Suspended due to verbal SWO from Israelis
11	Khirbet Fares	Zabdah Al Jadeedeh Village Council	Jenin	250	Rehabilitation of Internal Roads	Roads	The project consists of reconstruction of two roads with total length of 0.75 Km. The roads' width is 4 m and up to 1 m concrete shoulders each side. The works also includes road furniture. The works includes the replacement of 0.4 KM water pipe line.	120,000	85,787	Completed
12	East Aba	East Aba Village Council	Jenin	571	Construction of Water Distribution Network	Water	The project consists of construction of water distribution network; work includes supply and install of steel pipe lines of different diameters (totalling 7.25 KM) and new valves of different types, house connections with water meters.	390,000	362,872	Ongoing
13	Bir Albasha	Bir Albasha Village Council	Jenin	1725	Construction of an Elevated Water Tank and Upgrading of Existing Water Distribution Network	Water	The project consists of construction of elevated water tank of 500 Cubic Meter, the work consists of mobilization works, earth works, concrete works, piping works, external works, testing works. The works also includes upgrading works for the existing distribution work to change the distribution method from direct pumping to gravity distribution.	490,000	511,171	Ongoing



Table 26: Status of Sub-projects

No	Locality	LGU	Governorate	Population ⁸	Recommended Title	Sector	Brief Description	Allocated budget	Estimated Construction Cost (EUR) ⁹	Sub-project status
14	Qalqilya	Qalqilya Municipality	Qalqilya	2000	Rehabilitation of an Internal Road	Roads	The project consists reconstruction of one road with total length of 1.2 Km. The roads' width is 6 m and up to 1 m concrete shoulders each side and; The road is considered commercial; the technical design should consider the traffic management and parking areas. The works will include excavation, levelling, drainage, concrete shoulders/sidewalks, and roads furniture/light, infrastructure works (electrical and sewage).	440,000	605,203* (Contribution from municipality)	Ongoing
15	Jensafout	Jensafout Village Council	Qalqilya	2571	Rehabilitation of an Internal Road	Roads	The project consists of construction about 0.75 KM length. The works will include excavation, levelling, and concrete shoulders, retaining walls, and roads furniture. The roads' width is 6 m.	190,000	218,931	Completed
16	Al-Ezariya	Al-Ezariya Village Council	Jerusalem	6000	Reconstruction of an Internal Road	Roads	The project consists of reconstruction of about 0.5 Km length. The works include electrical lighting, sidewalks and concrete shoulders, retaining walls, guardrails, and drainage storm water pipelines and manholes. The works includes also the road furniture	290,000	343,720	Ongoing
				26,062	Total Construction Estimated Cost (Excluding VAT)			4,890,000		



b) Civic Engagement and Community Mobilization

The Communities Mobilization Activities are designed based on previous experience and lessons learned gained from the implementation of the completed four packages under the Area C Development Programme, as well as the lessons learned from the mid-term evaluation of Area C conducted through the EU. It was stated by the evaluators: “The Project has been carried out more or less as an engineering/construction project focusing and constructing a certain number of infrastructure sub-projects. Following such a top-down construction management approach has left little space for participatory processes to take place. The Project could have been more effective if the construction activities were augmented by other accompanying socially and/or environmentally related training/interventions. It is important, in this case to strike the right balance between administrative management requirements to carry out the construction component versus engaging in a development dialogue/support with the LGUs”.

Addressing the needs of the marginalized communities by improving service delivery and their participation in decision making process cannot be fully realized without the effective involvement and assistance of civil society. The assignment seeks to engage reputable and experienced civil society organizations (CSOs) as an implementing partner to empower the local community activities. The primary objective is to complement the Program’s hard infrastructure Component by enhancing civic participation of vulnerable communities in local-decision making and thereby improving citizen-local governmental relations and the latter’s accountability.

Objective of Citizens Engagement Consultancy

The overall objective of this assignment is to mainstream citizen engagement and social accountability in local decisions making to improve the development results and contribute to building sustainable systems and strategies for citizen engagement with local governance sector.

The specific objectives of the entire consultancy is to institutionalize citizen engagement and social accountability in local governance through adopting formal guidelines/procedures and good practices for strengthening civic engagement as an approach where marginalized communities have the power to influence the decisions and services provided by the LGUs.

Progress So far (general):

- A local NGO was contracted by MDLF late May 2021 for 18 months.
- Several coordination meetings were held at MDLF with the NGO to ensure the full understanding of the assignment and to discuss the implementation plan. Special attention was given to assure the synergy with other consultants who are currently implementing similar activities under MDP3 at the municipal level, given that some of the target localities under this assignment are either VCs or Municipalities targeted under SA package under MDP3. The NGO was requested to assess the crosscutting activities with other assignments to ensure the harmony and complementarity between the assignments and avoiding any potential duplication of efforts.
- In June 2021, the NGO with the support of MDLF conducted introductory meetings to the (15) target LGUs for introducing the assignment in terms of team, objectives, and activities. The infrastructure sub-project’s locations were also visited by the NGO team to have a better understanding about the borders of the area ‘C’ in each locality.
- The local NGO completed the assessment of SA and CP environment, alongside the Training Needs in the (15) target localities. The assessment included the collection and analysis of both quantitative and qualitative data of the LGU officials, civic groups (CBOs), local social mobilizers regarding the SA and CP. The key tools used for the assessment were questionnaire, and interviews as well as focus groups. Noting that, the assessment has mainly focused on a list of baseline indicators of the SA and CP in the target localities in addition to some selected indicators relevant to the social impact of the infrastructure projects implemented by the MDLF and funded by the EU in the target localities.



- In July and August 2021, the local NGO with the support of MDLF coordinated and conducted assessment sessions with the (15) target LGUs at their premises to assessing the SA and CP environment from the perspectives of LGU officials, civic groups (CBOs), local social mobilizers in addition to assess the training needs of both the LGU officials, civic groups (CBOs), and local social mobilizers.
- The Data collected during the assessment field sessions has been quantitatively and qualitatively analysed to get a clear picture about the CP and SA enabling environment in each locality as well as the training needs of LGU officials, civic groups (CBOs), local social mobilizers. Results of data analysis have been reflected on a well-structured and comprehensive diagnostic assessment reports for each locality to include key SA components, service delivery, citizens' satisfaction in addition to the Grievance Redress Mechanism "GRM".

Results of Diagnostic Assessment of SA and CP:

- Limited capacity of both LGUs and local communities regarding the SA.
- Limited community awareness regarding the importance and impact of SA on the local community level.
- Lack of SA institutionalization at the LGUs and communities' levels.

Training Needs Results:

The training needs assessment has focused on assessing four pillars of the training needs of the LGU officials, civic groups (CBOs), local social mobilizers as shown below:

- Knowledge Level regarding the SA and CP concepts, tools, and components.
- Skills level regarding the application of the SA and CP tools.
- Attitudes towards the SA and CP.
- Behavior level regarding the application of SA and CP without any intervention.

SA & CP, and Training Needs Recommendations:

- Forming/enriching SA committees in the target LGUs and localities while taking into account building on the existing SA committees if any and ensuring proper representation of area "C" residents.
- Improving the capacities of LGUs and local communities regarding the SA concepts and tools alongside the supporting knowledge and skills.
- Raising the community awareness regarding the SA role in enhancing the services provided to area "C".
- Developing and/or updating the action plans of the SA committees for the benefits of the residents of area "C" and at the same time mitigating the impact of the political obstacles imposed on area "C".



Meetings with MDLF Team (Left) and NGO-Team (Right)



SA Environment Assessment Session in East Aba (Left)



Facebook Post Published by Qalqilya Municipality Regarding the SA Training



c) Rapid Assessment of the Status and Usage of Previous Packages

One of the main activities under this package is a rapid assessment of operational and maintenance conditions as well as the technical status of the completed sub-projects which had been implemented under Packages I-IV of the Area C Development Programme in the West Bank. The rapid assessment was conducted by MDLF with support from an individual consultant familiar with Area C. Forty-Two (42) sub-projects in Thirty-One (31) localities were subject to the assessment based on a well-defined criterion using a comprehensive template for data collection with documentation of the visual observations from site visits. The following conclusions can be listed as follows:

- 88% of the sub-projects are fully operational and 12% are partially operational.
- 69% of the sub-projects require periodic maintenance, 21% are in good condition and 10% need remedial actions.
- 78.6% of the sub-projects are satisfactory in terms of technical status, 11.9% are fairly satisfactory and 9.5% didn't meet expectation.
- All roads' projects were technically in good condition and look sustainable. They improved accessibility between different areas within the targeted villages. Additionally, the inhabitants have been encouraged to build their own houses a long side these roads. A periodic maintenance is required for the painting and traffic signs.
- For the buildings and other facilities, the majority are technically good, but some lack of the required maintenance and cleaning. More will be presented in the table of technical observations and findings.
- The educational facilities are functional and operated by the Ministry of Education. They are in good shape but still requires periodic maintenance. The additional classrooms solved the pupils overcrowding.
- A couple of kindergartens which are managed by the village councils are not in good shape. Not fully operational and require periodic maintenance like Al Masqoufa and Ras-Tira kindergartens.
- There are few technical problems that could be solved through remedial actions and periodic maintenance. More will be presented in the table of technical observations and findings.
- It is recommended to contact MOLG/LGUs and MOE to assure the periodic maintenance of the sub-projects.
- More focus is needed to empower the VCs focusing on those located in Area C and getting the benefits from the ongoing village support program.



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Table 27: Updated Work Plan

Task	Responsibility	2020												2021								2022								2023																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
		Q1			Q2			Q3			Q4			Q1		Q2			Q3			Q4			Q1		Q2			Q3			Q4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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Task	Responsibility	2020								2021								2022								2023							
		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3			
▪ Task 2- Preparation for the implementation (Sub-projects Design)																																	
Contracting two local technical consultants (LTCs) for sub-projects design and supervision	MDLF																																
Rapid assessment for the status and usage of the funded previous packages																																	
Preparing the design and the bidding documents for the selected sub-projects including the Environmental and Social Management Plan (ESMP) by the contracted LTC.	MDLF, LTC																																
Advertising/announce for bids, composition of opening and evaluation committees (with MDLF prior approval), evaluating.	LGUs																																
Contracts award following MDLF no objection . MDLF shall approve and endorse all contract by co-signing or initialing these with the wording <u>"reviewed, cleared and endorsed by the MDLF"</u> .	LGUs, /MDLF																																
Contracting the firm/NGO specialized in community mobilization	MDLF																																
Task 3 – Sub-projects Implementation Stage																																	
Technical Assistance for supervision																																	
Assist the LGU's in the supervision of subprojects	MDLF, LTC																																
Monitor and Ensure compliance with MDLF standards	MDLF, LTC																																
Communities’ mobilization activities	NGO/ Local Firm																																
Financial Management																																	
Monitor and Ensure compliance with MDLF financial procedures	MDLF																																
Social Safeguards Monitoring																																	
Monitor and Ensure compliance with social safeguards policies	MDLF, LTC																																

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Task	Responsibility	2020								2021								2022								2023							
		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3			
Environment Safeguards Monitoring																																	
Monitor and Ensure compliance with environmental safeguards policies	MDLF, LTC																																
Overall monitoring and reporting																																	
Monitoring of subprojects indicators	MDLF																																
Sites Visits	MDLF, MOLG																																
Task 4 - Audit and Evaluation																																	
Midterm review	MDLF, EU																																
External audit includes it for each further pre financing	external auditor																																
Final Evaluation	Outsourced consultant																																
Task 5 - Reporting - Final Report	MDLF																																



2.6 Beneficiaries/affiliated Entities and Other Cooperation

2.6.1 Key Stakeholders.

The key stakeholders of the action can be listed as follows:

- The Ministry of Local Government “MOLG” as the lead policy-maker and regulatory body for LGUs in Area C in the West Bank.
- The Ministry of Civil Affairs “MOCA” who coordinates with the ICA regarding the planning meetings and follow up the stop working orders/confiscation of equipment once happened.
- The Prime Minister Office, particularly the unit in charge of coordination the external support including Area C development interventions.
- The Municipal Development and Lending Fund “MDLF” as the selected implementing Agency for this action and will be responsible for managing the fund and do all the arrangements for successful implementation of the action.
- The Local Government Units “LGUs” where the proposed projects will be implemented and will be the owners and/or final beneficiaries of the public infrastructures that will be resulted from the action.
- The Local Technical Consultant (LTCs) who will be responsible for the design and the supervision of the infrastructure sub-projects.
- The Contractors and Suppliers who will be responsible for direct implementation of the sub-projects within the targeted communities and will be managed directly by the LGUs with technical support from the LTC and the MDLF.
- The European Union as a donor and other financing partners working in Area C, i.e the financing partners who are members or observers in the steering committee for instance Denmark
- Association of Palestinian Local Authorities “APLA” which is an independent organization aiming to represent and lobby for the collective interests of its members LGUs (in general), and is currently managing an intervention for institutional development for the LGUs (including Area C) funded by the EU.

2.6.2 Coordination among the Key Stakeholders.

MDLF effectively coordinated with stakeholders during last period as follows:

- MDLF worked in close collaboration with the local technical consultant (LTC) as well as the LGUs and the MOLG to meet the planned targets and to avoid any miss-communication.
- A close communication between MDLF, MOLG and the target localities was done to ensure that all the preparatory activities were done regarding the permits and approvals from the line ministries.
- MDLF also shared the design of water and school projects with PWA and MOE respectively to ensure the compliance of designs with technical requirements for both line ministries.
- MDLF shared the information related to this package with the Prime Minister Office as part of MDLF regular reporting.
- There was continuous communication between MDLF and the EU notifying them about the progress and achievements as well as the challenges throughout the implementation.
- MDLF early notified the EU, MOCA and MOLG for the case of stop working order/confiscation of material and equipment for the project: (Al-Simya electrical network) to follow up and track the case as needed.



- A close communication with the local technical consultants was done to ensure the clear understanding of the consultants regarding the scope of work.

2.7 Visibility

MDLF had prepared a communication and visibility plan for this package including a list of activities to be undertaken throughout the implementation of the program. The plan was cleared by the EU and was used as a base for promotional purposes to ensure the visibility of the Area C programme and to convey messages across the beneficiaries and stakeholders.

Several activities were planned to be conducted within the framework of communication and visibility of the program, and could be listed in table 28 below:

Table 28: Communication and Visibility Plan

Main Activity	General Description	How to be Implemented and When?
Printings and Promotional material	PUBLICATIONS: - Electronic and printed material will be used to disseminate information: Brochures, flyers and leaflets in Arabic and English about the Project. - Documents, materials, recommendations produced by the Project for dissemination within stakeholders and audience; - Publications for media: press releases, articles; - Factsheet for each sub-project - Design and produce of foam boards with messages and images - Design and produce Billboards - Calendar for Area C Development Programme 2022, 2023 - Stickers for the Furniture with the EU Logo -	- will be implemented through specific items under the media coverage and outreach
Project Website\ Social Media Web Packages Facebook	- Production of 3 Spots for Area C Projects and achievements, including before and after (Concept, design, photos, Testimonials). (MDLF website, YouTube, Facebook page). - Media: Press releases, Media campaigns with articles / interviews on major topics and outcomes of the implemented projects. - Website: dedicated section for the programme on MDLF website containing all relevant materials that is updated regularly and in line with the milestones achieved within the project. - MDLF social media platforms will house posts and feature stories related to the project's activities. - Photographer (shooting with drones) - Design special digital theme for area c projects to be used on MDLF Facebook page and promote it.	- will be implemented will be implemented through specific items under the media coverage and outreach - will be implemented through MDLF
Media Relations:	Targeted information will be shared with the press who will be invited to participate in selected project events.	- will be implemented directly by MDLF
Event Management	- 5inauguration events including (all the logistics and event management) (banner, still and video, flags, foundation stone, ...etc,). - The events will include design and produce invitations, supply of banner, branding of the venue and invite the press, prepare media kits, press releases, still photos, (venue, snacks and soft drinks will be provided)	- will be implemented will be implemented through specific items under the media coverage and outreach
Media tour bus	- Tour Bus: Organize a tour bus for the media, the local and international media will be invited, still photos and video tapping, refreshment. The expected output from this activity is to increase the awareness on Area C Programme, feel the results on the ground and write success stories about the implemented projects.	- will be implemented will be implemented through specific items under the media coverage and outreach



Main Activity	General Description	How to be Implemented and When?
Outreach Activities	<u>Fun day activities:</u> - Organize three fun day activities for children in the European day. - Using video competition, animation, photos. - school can host an information exhibition on the history of the EU, its goals, the institutions and its symbols. Slide, pictures, and video can be shown all the day at the schools. - Host a game of EU capitals, Winners can be awarded with sweet gifts. - The children will be giving T-shirts, Caps with the EU- MDLF logos. - At least one social media influencer will be invited to conduct the activities so that we can guarantee high number of direct and indirect beneficiaries/followers. <u>Communities Awareness on water issues:</u> - Choose 3 schools and help students understand the importance of water by developing awareness of their own daily consumption through some activities related to the subject. - Create water Camping; working in groups, students should create their own campaign advocating for less water consumption in their school or local community. Students can create their posters with arts and crafts materials. - Celebrate the World Water Day 2022: organize a 9theatre tour activity to celebrate the world water day in 5 locations in the south and north areas, having some educational play that highlights the concept of water conservation. - At least one influencer will be invited to cover the events so that we can guarantee high number of direct and indirect beneficiaries/ followers. <u>social media influencers event:</u> - According to the influencers' reputation, and large engagement in the targeted community, the number of local inhabitants will be more involved and aware of our projects that are implemented in area C - Taking and sharing photos or stories on their Instagram, Facebook, Twitter and share their content live or just after the event.	- will be implemented will be implemented through specific items under the media coverage and outreach Note: - All these activities will be conducted in the field unless having restrictions in the country. - Measurements on how to conduct the activities will consider the suitable precautions according to the regulations from government.
Activities which are out of the media coverage and outreach assignments and considered as cross-cutting with other programme activities:		
- MDLF Website and Facebook Page will be activated through promoting the programme, including a Web-Portal on MDLF Website for Area C with Interactive Map, and live videos on MDLF Facebook Page. - Interviews on TV\Radio (to inform stakeholders and the target groups about the programme) - Testimonial (Writing about group of people whose life has been affected by the Project by telling their story, and use photos for illustration) - Press Releases for the impact of the projects. - power point Presentations - Big signs for each sub-project will be installed in the site and will be part of the projects mobilization and will be done by the contractors. - Stickers for the Furniture with the EU Logo - Field visits will be conducted by MDLF and the concerned development partners to the target localities with media coverage. - The public building projects should have visual identity.		



A PR company was contracted to implement the aforementioned activities over the coming 18 months starting from 22nd of August 2021.

2.8 Obstacles and Challenges

- The lack of the capacity and skills of most LGU's to prepare ESMP as well as the preparation of bidding documents and procurement plans. To overcome this challenge; on-job training and site visits were conducted by the contracted LTCs.
- The designs of the 4 sub-projects, namely, (Ras Elwad school, Maeen school, Wadi-rahhal school, Ezariyeh road) were subject to substantial delays due to MOE and Civil Defence requirements.
- Two sub-projects, namely "As-Semia electrical network, Izbit Shoufa water tank" were subject to verbal SWO from the Israeli Authorities with confiscation of equipment. The equipment were released however the implementation is still suspended in both sub-projects. This issue has been followed by MOCA/MOLG and the EU as well.
- One sub-project, particularly, Jeinsafout road was subject to verbal SWO by the Israeli with confiscation of the roller. Fortunately the implementation was resumed and successfully completed despite the SWO. However, the confiscated roller has not yet released.
- Evaluation of sub-projects' bids took long time to finalize due to procurement verifications.

2.9 Lessons Learnt and Recommendations

- Continue strengthening the LGU's institutions and improving their staff capacities through on job training and transfer of know-how. This will enable the LGU's to be an efficient and sustained institution.
- Pay more attention to training and workshops especially for social and environmental aspects.
- Conduct training workshops for the local consultants before the implementation stage to ensure that the consultant accommodates the requirements of the Procurement Manual of MDLF.



3. Support to Area C in the West Bank – Package II “SDC Fund”

3.1 Background

Under the interim Oslo Accords negotiated by the Israelis and Palestinians in the mid-1990s, land in the West Bank was divided into three areas: Areas A, B, and C. In Area A, the Palestinian Authority (PA) assumed full control for civil affairs and security; in Area B, the PA would similarly administer civil affairs but share security control with the Israelis; and in Area C, Israel assumed responsibility for most civil affairs and has full security control. This arrangement was considered temporary pending a final status agreement on Palestinian statehood.

In the West Bank, Area C represents 64 percent of the land including the economically strategic area of the Jordan Valley. It is the only major contiguous area of territory in the West Bank and is home to more than 250 Palestinian communities. Most of Area C in the West Bank is still inaccessible to large-scale Palestinian investment and economic enterprise. Given its economic importance, the expanded development of Area C by Palestinians, as foreseen by the interim Oslo Accords, is critical for the future viability of the Palestinian economy.

Israel retained full building and planning authority in Area C, which encompasses some 64% of the West Bank. Israel strictly limits Palestinian settlement, construction and development in this area, while ignoring the needs of the Palestinian population. This policy means Palestinian residents must subsist in very rudimentary living conditions. They are denied any legal avenue to build homes or develop their communities, so they face the constant fear that their homes might be demolished, and that they might be expelled and lose their livelihood.

The Israel Civil Administration prohibits Palestinian construction in vast areas of Area C, citing various rationales, such as defining these areas as state land, survey land, firing zones, nature reserves and natural parks, or by incorporating lands into the jurisdiction of settlements and regional councils.

Given the Israel Civil Administration's policy, the prospects for receiving a building permit outside the scope of the master plans are very slim. Therefore, most Palestinians feel it is futile to apply and do not even submit an application. The Israel Civil Administration refuses to grant building permits even for public buildings, such as schools and medical clinics and to infrastructure such as roads.

In addition, the authorities prevent Palestinians from building even on lands that are enclosed between the Green Line and the Separation Barrier.

It is worth noting that 70% of Area C is included within the boundaries of the regional councils of Israeli settlements and therefore off-limits for Palestinian use and development. The Palestinian construction in Area C is heavily restricted in 29% of the remaining area, so that less than 1% has been planned for Palestinian development.¹⁰ Moreover, the Palestinian access, movement and use of land in Area C is restricted by a complex system of physical and administrative rules and regulations. According to recent statistics by the United Nations in (2013) the following facts should be highlighted:

- Approximately 297,000 Palestinians live in Area C¹¹ including Bedouin in more than 250 Palestinian Communities
- Approximately 325,000 Israeli Settlers currently live in Area C
- 70% of Area C is off-limits for Palestinian Construction of which 30% is heavily restricted
- Most of Area C has been designated as military zones and for expansion of Israeli settlements
- There has been a marked increase in demolitions in Area C
- 42% of Area C is defined by Israel as “STATE LAND”.

It is worth mentioning that, the ICA planning approach is insensitive to the culture, traditional lands and livelihoods of Bedouin and herding people and disregards the 2007 UN Declaration on the Rights of Indigenous peoples and current international good practice in planning in settler countries. It takes land away from people who have had long-lasting use rights and forces a transition to urban livelihoods, and lifestyles regardless of the wishes of those affected.

¹⁰ OCHA, Area C of the West Bank: key humanitarian concerns, January 2013

¹¹ OCHA – Area C Vulnerability Profile 2013 http://www.ochaopt.org/documents/ocha_opt_fact_sheet_5_3_2014_En_.pdf



Area C is a very resource rich area. The restrictive planning and permitting systems imposed by the ICA prevent Palestinians to have access to the land and the resources in Area C. The World Bank published a comprehensive study in October 2013 assessing the impact of the inaccessibility of Palestinian populations to the agricultural land and natural resources in Area C, on the Palestinian economy. The potential impact of this 'withheld land' sets the loss to the Palestinian economy at about US\$ 3.4 billion¹², or 35% of the Palestinian GDP in 2011.

Between 1988 and 2016, the ICA issued 16,085 demolition orders against Palestinian-owned structures located in Area C. According to the Israeli authorities, the demolition orders in Area C are a legitimate law enforcement measure against structures built without the required permits¹³. Actual demolition takes place, 3344 structures. These orders heighten the vulnerability of thousands of poor Palestinian households, some of whom are at imminent risk of forcible displacement. Tens of thousands of Palestinians endure fear and insecurity due to outstanding demolition orders. Due to the current discriminatory and unlawful planning processes it is almost impossible for Palestinians to obtain building permits in the vast majority of in Area C and East Jerusalem.

The Palestinian population in Area C are among the most vulnerable and marginalized in the West Bank. Demolitions of housing and livelihood and forced evictions are causing severe poverty. 24% of the households in Area C are food insecure¹⁴. Over 70% of communities located entirely or mostly in Area C are not connected to the water network and rely on rainwater or on tanked water at vastly increased cost¹⁵. The Israeli Civil Administration (ICA) takes action to disrupt the supply of water that residents try to obtain from alternate sources¹⁶.

Under this context, development in Area C is undermined and the resilience of the Palestinian communities in Area C is strongly affected.

The Palestinian National Authority (PA) wants to counteract the pressure from these actions on Palestinian people living in Area C to leave and find a livelihood in other sectors, elsewhere.

With the assistance from the international community, the PA aims to support the recovery and continued existence of different activities in the West Bank through financial support to eligible localities.

A new approach for implementing projects in Area C has been used. The first step of the new approach is to engage Palestinian communities in Area in the development of urban planning by identifying their private, social and public build-up areas for the next 20 years. The statutory outline plans are then submitted to the PA and to the Israeli Civil Administration (ICA) and complemented with detailed planning packages for transport, water and wastewater networks.

The approach for implementing infrastructure projects in Area C localities which are engaged in the planning process is as follows: "the implementation of infrastructure projects in communities in Area C may start once a statutory outline plan has been formally approved by the Israeli authorities or is considered as tacitly approved if no major objection has been raised within 18 months following the submission of the plan by the Village Councils to the ICA".

The statutory outline plans and the action plans were prepared for a set of villages in Area C taking into consideration the demographic and socioeconomic needs including the priorities for such development per each sector. Accordingly, a set of sub projects were suggested and identified by the local communities to be implemented within the boundaries of the statutory outline plans. All proposed projects are public and social infrastructure aimed at improving the quality of life for the inhabitants within those localities.

¹² World Bank, Area C and the Future of the Palestinian Economy, October 2013.

¹³ According to the Quartet July 2016 Report, in the five-year period (2009 to 2013), out of 2'000 submissions, only 34 building permits were approved for Palestinians in Area C.

¹⁴ PCBS, UNRWA, FAO, WFP, Socio-Economic & Food Security Survey, 2012

¹⁵ OCHA, Area C of the West Bank: key humanitarian concerns, January 2013

¹⁶ B'Tselem, Acting the Landlord: Israeli Policy in Area C, the West Bank, 2012 - Between 2000 and 2012, the Israeli Civil Administration (ICA) destroyed 90 cisterns, 61 wells and 17 reservoirs belonging to Palestinians in Area C. In recent years the ICA has begun confiscating water containers purchased by residents of the Jordan Valley for watering their herds. The supply of electricity that Palestinian communities in Area C receive from wind or solar power systems is also disrupted by demolitions and demolition orders.



In accordance with the strategic preferences of the PA in the target area, the grant proposal will focus on sustaining and further developing infrastructure facilities within different localities in Area C.

3.2 Objective and Achievements

Objectives and Expected Results (as per the agreement)

The overall objective of this project is to improve the social and economic conditions of the Palestinian communities in Area C which is critical for maintaining Palestinian presence in Area C and for the development of the Palestinian economy.

The specific objective of the project is to improve access to basic infrastructure in Area C through supporting the communities with basic services including "community development projects, small-scale infrastructure, social infrastructure projects, and educational facilities".

Target Localities (1 st Cycle)	Target Localities (2 nd Cycle)
- An-Nabi Elias, Wadi Al Rasha/ Qalqilia Governorate - Shufa/ Tulkarm Governorate - Yanun/ Nablus Governorate - Harmala/ Bethlehem Governorate - Kirbit Um Dyouf and Jib Eldeeb/ Bethlehem Governorate - Al-Midya/ Ramallah Governorate	- Al Aqaba / Tubas Governorate - Iskaria, Keesan /Bethlehem Governorate - Susia, Um Alkhair, Al Nijada / Hebron Governorate - Deir Qaddis / Ramallah Governorate - 135 localities in Area C have been supported for Covid 19 response.

The approved sub-projects were identified based on the community needs concerning the services delivery improvement including: "rehabilitation/construction of water networks, building schools/ adding classrooms, parks and recreation, electricity services, roads construction, and rehabilitation".

Expected Results (1st cycle)

- Roads: Construction and rehabilitation of four different road-projects at four different localities with a total length of about 2.5 km.
- Schools: Expansion and development of the elementary school. The total area of the project is about 850 sq.m.
- Spring: Rehabilitation of an existing spring including the construction of a stone-wall to protect the spring, including fencing, concrete shoulders, collection manhole, and an entrance gate.
- Water: Reservoir construction of around 70 cubic meter capacity, and 1.6 km 4" water main pipeline and a 400 meters long internal water network.
- Public Park: Construction of a public park at one locality with a total area of 2000 sqm.



The expected direct beneficiaries from the proposed action are nearly 8,390 inhabitants, distributed among the seven-targeted localities.

Expected Results (2nd cycle)

- Roads: Construction and rehabilitation of three different road-projects at three different localities with a total length of about 4.0 km.
- Schools: Construction of elementary school. The total area of the project is about 1,200 sqm.
- Rehabilitation of an existing school around 500 sqm.
- Public Facilities: development of an existing clinic.
- Electrical services: providing electrical lights (photocell) system.



- Water: Reservoir construction of 250 cubic meter capacity.
- Kinder garden Yard and VC Park: rehabilitation and landscaping.

The expected direct beneficiaries from the proposed action are nearly 3378 inhabitants, distributed among the seven-targeted localities.

Table 29: Assessment of Outputs Results

1 st Cycle Projects			2 nd Cycle Projects	
# of localities	7		7	
# of Projects	8		9	
# of Population	8,390		3378	
Sector	Target	Achieved	Target	Achieved
Roads	2.5 Km	2.6 Km	4 Km	4 Km completed
Schools	850 Sq.m	850 Sq.m	1,700 Sq.m	Completed
Water	- 2 Km network, - One Reservoir 70 cubic meter capacity, - Spring rehabilitation	- 2.3 Km network - One Reservoir 70 cubic meter capacity, - Spring Rehabilitation	Reservoir 250 cubic meter capacity	Completed
Public Parks	2000 Sq,m	2000 Sq.m	Landscaping of kinder garden yard	Completed
Electricity	-	-	Installation of PV lighting	Completed 85 Units Solar Electrical Poles + Generator
Clinic	-	-	Development of existing clinic	Completed Medical equipment's already supplied
Emergency Response	-	-	Supplies of health materials/disinfectants to combat Covid-19 in Area C	completed
	-	-	Supply and Delivery of Plastic Solid Waste containers 240 litres	Completed

SDC - Indicator	Achievements
a. (GEN TRI 3) Proportion of women with a positive perception on their influence in exercising their political functions	20-30% of focus groups participants were from women
b. (FHCRI TRI 3) Proportion of population satisfied with public service delivery by supported state authorities according to key human rights criteria and principles	More than 95% of surveyed people in the targeted vulnerable communities in area C are satisfied with better services delivery related to projects.
c. (GOV ARI 1) Number of people (M/F) participating in and influencing public services provision, decision-making and budgets in their localities	686 out of which 20% on average are females
d. (GOV ARI 2) Number of supported local authorities which have benefitted from increased budget resources	135 LGU including Emergency response on Covid 19 31 LGUs have been supported for infrastructure projects.
e. (context specific) Number and type of initiatives implemented jointly by LGUs and citizens/CBOs	N/A



3.3 Financing Partner Contribution

The SDC granted the MDLF a contribution of **EUR 2,885,714** to be utilized for supporting several villages in Area C. The financing agreement was signed on November 17th, 2016 for four years. The agreement was amended to include additional financing to support 135 localities in Area C for COVID 19 - emergency response totalling **EUR 721,739**. Accordingly, the final budget of the agreement reached **EUR 3,607,453**. Another amendment took place as zero cost extension to overcome the delays resulted from the lock down due to COVID-19 pandemic, where the end date of the agreement was extended until the end of October 2021.

3.4 Sub- Projects Identification and Description

The selected projects at the targeted localities were identified based on the outline plans and the action plans developed by the consultancy firms under the direct supervision from MOLG. The outline plans were validated by the communities through community participation workshops in the field, involving a broad spectrum of the affected communities, including the women, boys and girls and the elderly in the community, after which it was endorsed by the Ministry of Local Government.

The selected projects were paid visits by MDLF staff in collaboration with the MOLG, where the council's members as well as the local communities there have emphasized the importance and vitality of those projects to their localities.

The total allocated package amount for the program is EUR 2,885,714 in addition to EUR 721,739 COVID -19 emergency response. The total amount allocated for construction is EUR 2,398,097 Chart 22 and 23 show the breakdown of the allocation per governorate and project sectors respectively.

Chart 22: Percentage fund allocation per Governorate

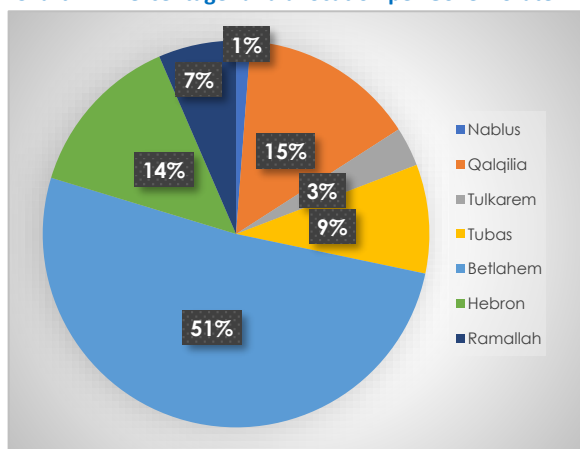
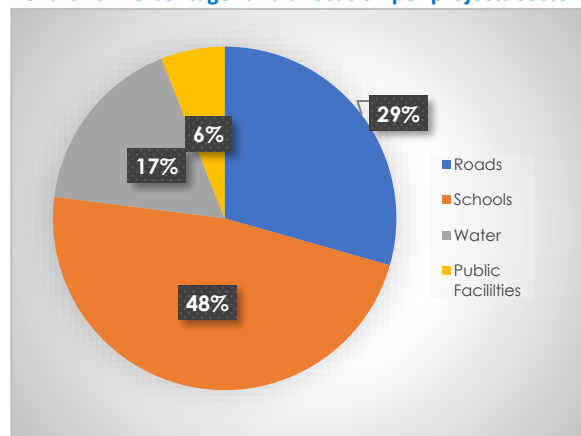


Chart 23: Percentage fund allocation per projects sectors



Implementation Status

Since the signing of the agreement between MDLF and the SDC, MDLF started the coordination with key stakeholders (SDC, the MOLG, and the target LGUs) to meet the planned targets and to avoid any miscommunication during the implementation phase. MDLF conducted several meetings with the MOLG and target LGUs to make sure all the preparatory activities were done in regards to permits and approvals from line ministries including getting needed approvals of the Ministry of Education for adding classrooms, getting the approval of the Palestinian Water Authority for expansion or construction of water networks...etc.



Contracting LTC:

- Two LTCs were contracted to support the design and the implementation of the infrastructure sub projects, one was responsible for cycle 1 and the other is responsible for cycle 2.
- A clear TOR was prepared for the consultancy service of the design and the supervision work package (i.e. LTC assignment), where the MDLF is responsible for technical review of the LTCs deliverables.
- More focus on the works conducted so far could be summarized as the following:

Preliminary Stage:

- Field visits were conducted to the target LGUs by MDLF's Engineers and the LTCs to know each other and to introduce the team and start collecting the needed data.
- The field survey was carried out including the projection of all structures, manholes, poles, walls and any underground facilities if any within the effective corridor of the road project and within the effective area of the public facilities.
- Following the field investigation, MDLF and the LTCs had communicated effectively with the planning department/MOLG to make sure that all the project sites are located within the master plan boundaries.
- A procurement plan (PP) was prepared for all the work packages (in both cycles).



Design, Tendering, and Implementation Stage:

To prepare a complete design for every single sub-project, the following steps were undertaken:

- The needed design data were collected and the site investigation was conducted to decide and verify the steps needed for every single sub-project.
- The collected data were represented in the format that would assist in preparing an environmental risk assessment and social impact and social risk assessment.
- A direct consultation was conducted with the target LGUs concerning the legal status and license for each project and also consult the LGUs as well as with the line ministries to verify the required standards and design criteria.
- The LTCs with direct support from MDLF instructed the LGUs to create and organize an independent project file for every single sub-project.
- The needed soil and structural investigations and tests were conducted for some sub-projects.
- The licenses from the concerned line ministries were obtained.
- The design was completed and finalized.
- The tendering documents were prepared following the MDLF procurement manual.
- The implementation of the sub-projects was completed for both cycles as shown in table 30 below.

Table 30: Summary of the package projects



No	Locality	LGU	Governorate	Sub-project	Status	Achieved Output
1	Yanun	Aqraba Municipality	Nablus	Rehabilitation of Yanun Spring	Completed	The project consists of construction 15 L.m gravity wall (Boulders) (Marabee') 6m height, 100 L.m fences, concrete manhole 2*2 *3 m, water pump, concrete shoulders 1m wide, 80 L.m and gate entrance.
2	An-Nabi Elias	An-Nabi Elias Village Council	Qalqilia	Rehabilitation of Internal Roads	Completed	Rehabilitation of 600 m roads, 5.5 m asphalt, 6.5 m Base course, milling and overlay, walls, signs, Boulders Marking and concrete shoulders as needed.
3	An-Nabi Elias	An-Nabi Elias Village Council	Qalqilia	Construction of a public park	Completed	Rehabilitation of the park main entrance road 130 m long. Building of stone walls, retaining boulders, toys, Italian walls, supplying of a sanitary unit, Interlock, natural tiles, fencing, gate, lightning, sand, agricultural soil, kiosk, seats, trees and games. Park was built on 2000 m ² .
4	Shufa	Shufa Village Council	Tulkarm	Rehabilitation of Internal Roads	Completed	Rehabilitation of about 700 m long roads, 5.5 m asphalt, 6.5m base course, including stone walls, guard-rail, signs, marking and concrete shoulders as needed.
5	Wadi Al-Rasha	Habla Municipality	Qalqilia	Water Reservoir, Water Network Rehabilitation	Completed	Construction of water reservoir 60 m ³ , construction of internal water network 0.48 Km, 1.8 Km of main pipeline and booster pump
6	Al-Midya	Al-Media Village Council	Ramallah	Rehabilitation of Internal Roads	Completed	Rehabilitation of Internal Roads 800 m roads, 4-5.5 m asphalt, 6.5m Base course, milling and overlay, walls, signs, Boulders Marking and concrete shoulders as needed.
7	Kirbit Um Dyounf & Jib ElDeeb	Beit Ta'mir Village Council	Bethlehem	Rehabilitation of Access Roads	Completed	Rehabilitation of about 500 m roads, 3 m asphalt, 4m base course, including stone walls, guard-rail, signs, marking, retaining wall and concrete shoulders as needed.
8	Harmala	Janata Municipality	Bethlehem	Expansion and Development of Existing School	Completed	Construction of 6 new classrooms, teachers' room, lab, sanitary unit, 2 stores, and staircase. Total area 850 m ² .
Total for Cycle 1						
1	Keesan	Keesan VC	Bethlehem	Construction of Elementary School	Completed	The scope is to construct a co-ed school comprise 10 classrooms, a library, Computer and Science Lab rooms, Arts & Crafts room, head master, secretary, and teachers' rooms; social worker room in addition to first aid and canteen. works also include the landscaping and site development.
2	Iskaria	Iskaria VC	Bethlehem	Rehabilitation of existing school	Completed	Replacement of the existing corrugated sheets steel ceiling by a new insulated ceiling for both school and labs (470 m ²), installing new double glazed windows (15 m ²), maintenance of the existing gates, maintenance of the play area toys, supply and install new toys, construction of reinforced concrete slab on grade (70 m ²); supply and installation of a safety rubber flooring (70 m ²), installing a steel shade with polycarbonate covering (22 m ²); supply of 5 wooden garden seats, installation of stainless steel drinking fountain.
3	Iskaria	Iskaria VC	Bethlehem	Development of existing clinic	Completed	Supply of medical equipment to the health clinic from the list submitted by the Department of Health, these included bedside monitor with necessary accessories; emergency trolley with its necessary accessories; suction machine with its necessary accessories; electrocardiograph (ECG); diagnostic set; stand blood pressure monitors with oximeter and defibrillator
4	Susia	Susia VC	Hebron	Lighting solar system	Completed	Installing of 85 solar lighting poles and the Supply of a "Generator " welder engine of durable quality and exceptionally high life
5	Um-Alkhair	Um-Alkhair VC	Hebron	Rehabilitation of internal roads	Completed	Construction of an access road 1.7 Km long, 5 m wide. The works also included the construction of a 0.75 m wide concrete shoulder at each side in addition to road marking.
6	Al-Nijada	Al-Nijada VC	Hebron	Rehabilitation of internal roads	Completed	Construction of an access road 1.4 Km long, 4 m wide. The work also included the construction of a 0.75 m wide concrete shoulder at each side in addition to road marking.
7	Deir-Qaddies	Deir-Qaddies VC	Ramallah	Rehabilitation of Access Roads	Completed	Construction of an access road .58 Km long, 5.25 m wide. The work also included the construction



No	Locality	LGU	Governorate	Sub-project	Status	Achieved Output
						of a 0.75 m wide concrete shoulder at each side in addition to the road marking and the construction of a retaining wall 35 m long and 2 m high.
8	Al-Aqaba	Al-Aqaba VC	Tubas	Construction of Water Reservoir	Completed	Construction of elevated water tank (250 m ³) including external works asphalt base course retaining and surrounding walls and fence with landscaping
9	Al-Aqaba	Al-Aqaba VC	Tubas	Kinder garden and VC yard rehabilitation works	Completed	Construction of a new shade (105 m ²) in addition to preliminary maintenance works such as rehabilitation of the existing water fountain; supply and installation of artificial grass (240 m ²); supply of wooden seats with steel structure (12); supply of small garbage containers and roads' signs.
10	Iskaria, Keesan Harmala	Iskaria, Keesan Harmala	Betlahem	Schools	Completed	This residual has been utilized for complementary activities in schools, particularly, (solar panels, electronic devices, hand rails, shading area, paintings,...etc.)
Total for Cycle 2						
Total Cycle 1 and Cycle 2						

Support to Village Councils in Area C – COVID19 Emergency Response

The Local Government Units (LGUs) in Palestine are at the forefront for delivering basic services to citizens, of which are critical services to combat the outbreak of COVID-19. The LGUs have been facing increasing demand for relief assistance and public health measures. They are overburdened trying to provide immediate response given their lack of resources.

One of the critical supports needed in this regard is the public health response to COVID-19 at the local level. This support aims to enhance the LGUs response to combat the COVID-19 in general, by targeting 135 localities located in Area C with protective supplies.

Through the implementation of the project, the outputs can be summarized as follows:

- Supplies of health materials/disinfectants to combat Covid 19 for 135 localities in area C.
- Solid waste containers supplied for the target localities (around 11,000 containers of 240 Litre to be distributed among 135 localities proportionally)

The allocated budget is 671,217, (75%) were used for supplying localities (around 11,000 containers of 240 Litre to be distributed among 135 localities proportionally), and (25%) were used for Supplies of health materials/disinfectants to combat Covid 19 for 135 localities in area C.

In terms of implementation status

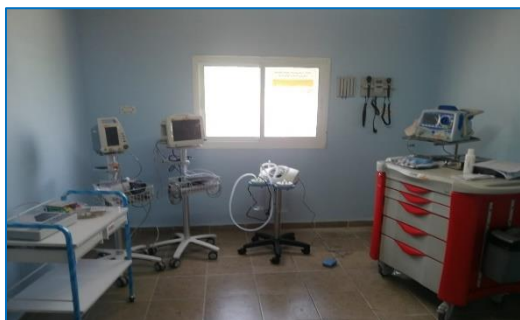
- Fund was allocated for the target localities along with clustering of localities geographically.
- Supplying solid waste containers and protective materials was y completed by December 2020.



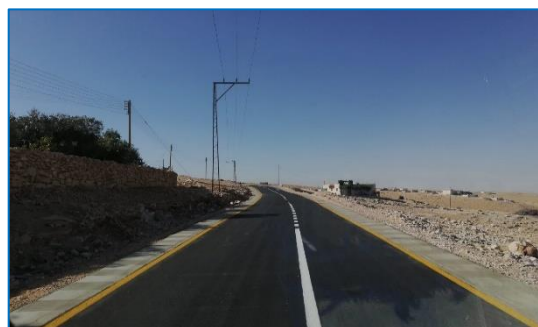
Al Aqaba Reservoir



Kisan School



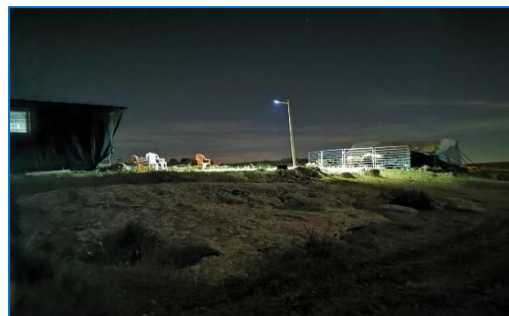
Iskariya Clinic



Um Alkhair Road project



Deir Qaddies Road Project



Susia Project



Support the Area C Localities with Disinfection Materials and Solid Waste Containers



Community Engagement (Cycle 1)

The Communities Mobilization Activities were agreed to be addressed throughout implementation of the intervention. Such activities are expected to achieve harmonization between the soft component (i.e. the civic engagement and social accountability) and the hard component (i.e. the construction of social and infrastructure sub-projects) making the project more effective.

It was agreed to incorporate the mobilization activities within the scope of the local technical consultant (LTC) through a mobilization expert where the following activities have been conducted:

- Integrate the final beneficiaries in the conceptual design of the sub-projects (i.e. the collection of beneficiaries' requirements).
- Induce awareness of the citizens and the LGUs councils' members on the activities of the project and the projects related data.
- Provide awareness workshops to the local communities to engage them in the design of social/environmental mitigation measures as part of the ESMP.
- Assure orientation to the citizens on the complaint's mechanism within the framework of social accountability.
- Spread awareness among the citizens about the action plans and updates the communities' development priorities in a participatory manner.
- Support the LGUs to report to MoLG about their needs (technical and financial).

Mobilization plans were prepared based on a social analysis through identification of the community's characteristics and needs. The mobilization expert consulted the local communities in the target localities to ensure harmony between desired civic engagement, social accountability and the process of implementing social and infrastructure projects. As a summary of the conducted activities:

- Invitation of the LGUs' members and local stakeholders to discuss project components activities and influences.
- Focus group meeting.
- Awareness workshop meetings with local community people, such as: women, youth and decision makers on social aspects.
- Awareness meeting with citizens about updating their recommended priorities.
- Train/ motivate orientate citizens on compliance when there is a social violation.
- Interviews with the local community people in project area by end of the project to assess the community satisfaction.
- Distribution of a questioner to 15 random community members in the area.



More focus on the quality of community involvement, it is worth mentioning that the issues that were discussed during the social mobilization activities and brainstorming sessions with stakeholders included: i) identifying their new and urgent priorities for the next stages, ii) defining the nature of the task on hand, and iii) identifying the views of the participants in current projects in order to assess their perceptions in this regard.

For instance, this included defining the activities of the projects including the stages of excavation, and to settle possible confusions during the implementation. Participants, often the LGU councils, teachers, women, and youth organizations among other stakeholders were made aware of how important it is for them to participate in, and to contribute to, the process of planning, designing, and selection of future projects. Other issues discussed included defining the mechanisms of objections and complaints in the event of social or environmental impact of the projects.

The outcomes of these meetings and workshops shed the light on the marginalization of these areas; thus, it is in of utmost urgency to help lay down roads, provide health and sanitation networks, build schools and kindergartens, construct clinics and health canters, provide public parks and construct multipurpose buildings as stated by the women in the target localities. In addition, the needs of the youth were addressed highlighting their involvement at the local governmental level as well as the need to improve their capacities and skills in decisions making. Furthermore, the concepts of volunteering, and the issues of transparency and social accountability were also addressed throughout the meetings and workshops with the local communities.

In summary, the activities held in the meetings included a discussion with local stakeholders on the projects' components, activities, and influences. Conducting awareness workshops with local women and youth on environmental and social management and holding awareness meeting with citizens about updating their recommended priorities. The workshops provided training, motivation, and orientation for citizens on complaints in case of social and environmental impact. Finally, community questioners will be distributed at the end of the project to assess the communities' satisfaction with the services provided by the projects.

All of the involved LGUs nominated and chose realistic options for their projects despite the fact that the community representatives, as part of their learning process, always faced difficulties in identifying their priorities, due to both issues of mutability as well as Israeli limitations. Through meetings with teachers, students, women groups, and LGUs: the mobilizer worked diligently with the attendance to crystallize their priorities.

It is worth mentioning that the activities resulted with a number of successful outcomes including providing capacity building for (20 to 50) participants at each locality, mainly LGU members and stakeholders. It also resulted in forming support committees. Yet, the most noticeable outcome was getting people to work together towards a viable dialogue between the citizens and their LGUs in the framework of social accountability for better services delivery.



Table 31: Community Engagement – Cycle 1

No.	Locality	Governorate	Population	% of Participation	Quality of Participation	Outcomes
1	Shufa	Tulkarm	3,000 Direct beneficiaries = 3000 Inhabitant	1.0 % Women precipitation (5% of total participation)	- Three meetings with the local council. - Three meetings with 20 of people as focus group. - Interviews with local people in project area.	- Capacity building for the 20 participants. - Forming local supporting communities. - Community participation and contribution. - No major obstacles and difficulties or violation events. - People fully cooperate to fulfil any of their responsibilities.
2	Wadi-Al Rasha	Qalqeliah	400 Direct beneficiaries = 400 Inhabitant	5% Women precipitation (0% of total participation)	- Four meetings with LGUs - Four meetings with the local communities (13 participants) - Interviews with the people who lived in project area.	- Capacity building for the 13 participants. - Forming local supporting communities. - Community participation and contribution. - No major obstacles and difficulties or violation events. - People fully cooperate to fulfil any of their responsibilities.
3	An Nabi Elias	Qalqeliah	1950 Direct beneficiaries = 1950 Inhabitant	1% Woman precipitation (5% of total participation)	- Three meetings with LGUs - Three meetings with the local communities 20 participants - Interviews with the people who lived in project area.	- Capacity building for the 20 participants. - Forming local supporting communities. - Community participation and contribution. - No major obstacles and difficulties or violation events. - People fully cooperate to fulfil any of their responsibilities.



No.	Locality	Governorate	Population	% of Participation	Quality of Participation	Outcomes
4	Yanun	Nablus	40 Direct beneficiaries = 40 Inhabitant	25% Woman precipitation (1% of total participation)	- Three meetings with LGUs - Three meetings with the local communities 10 participants - Interviews with the people who lived in project area.	- Capacity building for the 10 participants. - Forming local supporting communities. - Community participation and contribution. - No major obstacles and difficulties or violation events. - People fully cooperate to fulfil any of their responsibilities.
5	Al-Midya	Ramallah	1800 Direct beneficiaries = 1000 Inhabitan	1.2% Woman precipitation (2% of total participation)	- Three meetings with LGUs - Three meetings with the local communities 20 participants - Interviews with the people who lived in project area.	- Capacity building for the 24 participants. - Forming local supporting communities. - Community participation and contribution.
6	Beit Ta'mir	Bethlehem	1200 Direct beneficiaries = 100 Inhabitan	1.2 Woman precipitation (0% of total participation)	- Three meetings with LGUs - Three meetings with the local communities 20 participants - Interviews with the people who lived in project area.	- Capacity building for the 20 participants. - Forming local supporting communities. - Community participation and contribution. - No major obstacles and difficulties or violation events. - People fully cooperate to fulfil any of their responsibilities.



Satisfaction Survey (cycle 1)

In order to measure the projects social impact in community satisfaction level. Three different sources were used to gather data

- A. Gathering data from focus group which held with LGUS member and community representative in the focus group meeting we discussed the project impact on social dimension and the difficulties which could be faced through the process of work. Also, the meeting discusses the community needs in the future and the priority of these projects.
- B. Interviewing the people who lived in the same area during the field visit asking them about the project before, during and after the complementation, also the social impacts will be taken into consideration, especially in the community development.
- C. Special questionnaire was designed to measure the social and environment impact for each kind of projects.
 - Questionnaire for roads and roads rehabilitation.
 - Questionnaire for the park.
 - Questionnaire for water tank and water network
 - Questionnaire for the schools.

The MLDF specialist given the approval for each kind of these questionnaires before collecting the data. Random sample of 15 was selected to distribute the questionnaire, those people are directly influenced by the project. Data analysis were used by the SPSS statistic technic.

The results indicate a positive attitude towards the social and environmental impacts. The satisfaction level of those people is very high with the different kind pf projects; therefore, these projects encourage the community to implement more projects in the future.

More than 90% of the respondents strongly agreed with the social positive impacts, such as:

- The project will develop the area and community living style.
- Most respondents agree with importance of community participation which strength the relationship between the community and LGU members.
- The community participation reduces the difficulties and problems which accrue before and during the work.
- The community participation will enhance the democratic way in decision making and behavior.
- These projects will increase the economic productivity and encourage the people to build houses in that area and limit the Israeli settlement expansion.
- The results revel that the awareness workshops which held at the beginning of the project achieve their goals and met their expectation.

Community Engagement (Cycle 2)

The social assessment phase was conducted including the field visits and environmental management measures, in addition to the social community mobilizing activities to enhance the community participation within the projects' implementation period in the targeted locations.

Several results and achievements on the level of social management and community mobilization and participation were recorded.

The preparatory steps through the prior coordination with the local councils and the preparation of the social assessment and community mobilization documentation were done, including: (social assessment form, environmental and social assessment form, field visit form, social and environment management plan form, guiding form on the project and the social management measures).

To guarantee the successful initiation of the implemented sub-projects and to get the support of the local communities, the local councils were made aware of the importance of pre-announcing for the sub-projects prior to implementation using the social media tools. The potential targeted groups and



individuals were informed about the projects keeping in touch with them during the implementation to ensure their full support in all implementation stages.

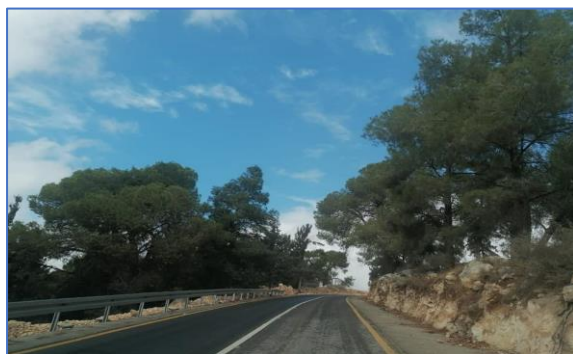
Introductory community workshops were conducted with local community stakeholders and representatives, and with neighboring communities of reach sub-project. The aim was to inform the individuals and the communities about the sub-project idea, its design and to guarantee that the potential social and environmental impacts are being considered for each sub-project. In addition to get inputs from the local inhabitants regarding the potential social and environmental risks and to gauge their role in cooperation to implement these suggested sub-projects and ensure their active participation in all project steps.

Moreover, the social assessment was conducted to understand the potential effects on the people and individuals effected in the project locations. Field visits were conducted to identify the nature of the social impact of the suggested interventions.

The social assessment results showed that the implemented sub-projects including establishing and rehabilitating of schools, internal roads paving, establishing a water tank in Al Aqabeh area and rehabilitation of the health clinic in Iskarya and providing solar power in Susiya did not have any negative effects on the individuals and the surrounding population. With the exception of the school in Iskariya through which an insulated roof was added to the existing school building which might have been dangerous for the students attending the school classes at the beginning stages of the implementation process. This made the contractor and the project supervisors to take safety measures and coordinate with the school administration not to do the work during the schooling hours.

On the other hand, awareness and mobilizing activities were conducted for the targeted local councils regarding all aspects of social and environmental management and community participation. The activities aimed at increasing the awareness of the local councils regarding the importance of communicating with the citizens and enhance their involvement in the sub-projects implementation stages, which will in return increase the citizens' ability to report their perspectives on any negative impacts that might result from implementing the sub-projects.

In addition, the activities aimed at encouraging the local councils to use new tools and ways to announce for new projects for their communities through the social media, this will encourage the local communities to actively participate in the process of project implementation or use their rights to complaint and suggest solutions to resolve the challenges and problems that might arise during the sub-project's implementation phases.



Rehabilitation of internal roads



Satisfaction Survey (cycle 2)

In the same context, a citizen's satisfaction assessment of the sub-projects implemented in the targeted locations was conducted. The assessment utilized a variety of tools to collect data which included: conducting 6 focus groups with a sample of stakeholders in the targeted locations, in addition to the design of a specialized questionnaire to assess the social and environmental impacts which was tailored to the different types of sub-projects, with specific reference to the roads, school constructions, water tank in Al Aqaba, providing the health clinic in Iskaria, and providing the lighting through the solar power for Sosya.

The participants were between 13 to 15 in each focus group and it was noticed that there was an adequate number of youth and women. The sample for the social impact assessment reached 86 participants; out of which 21 were female participants, and 19 youth under the age of 29. It is worth mentioning that the sampled participants are considered a good indication when compared with the fact that usually the participation of youth and women is very low in these marginalized areas also considering the limited experience of the local councils in enhancing the community participation and mobilization.

Regarding the results of the social impact assessment, the following are key conclusions:

The results showed that a high percentage of participants who took part in the assessment clearly show satisfaction of the implemented projects as they resemble the priority for them and considered of high importance since these targeted locations in area C suffer from weaknesses in the infrastructure specifically in roads and public facilities. Therefore, 98 Percent of participants from the 6 targeted locations assured that the implemented projects are of high priority to their local communities, however, in Sosiya the percentage was slightly less with 93 percent, where they think it's an important project but not a priority because paving the roads for them is their first priority, yet the Israeli occupation prevents them from implementing any infrastructure projects.

Moreover, the results showed that 93 percent of the participants reported that the roads projects help the individuals from the neighboring locations to reach their lands and their farms in addition to facilitating reaching their homes. Such projects also encourage citizens to build more houses. The results also show positive evaluations of these projects especially in regards to improving and enhancing the services in the villages and facilitating the movement of individuals.

Another 77 percent of participants in the assessment indicated that the implemented projects in the targeted locations did not face challenges during the implementation phase, whereas, 92 percent ensured that the implemented projects contributed to the enhancement of the positive communication between the community members. In addition, 93 percent said that the projects were implemented with an adequate time framework without any delays with the exception of the school in Kisan, which is still under implementation.

In the same context, 88 percent indicated positive perceptions of the local community participation which in their views decreased the implementation challenges. They also emphasized the importance of enhancing and expanding community participation by using different tools to communicate with the local communities as for example the use of the social media tools, direct meetings, the Friday prayers and the mosques, and public events in order to inform the citizens of the implemented projects and increase their active participation.



3.5 Project Evaluation

The main objective of evaluation is to assess the achievements, challenges, and opportunities of the projects implemented in the Support to Village Councils- Area C Infrastructure package, through an in-depth evaluation of results achieved.

Projects' relevance, efficiency, effectiveness, and sustainability have been investigated to identify to what extent the implemented projects improved access to basic infrastructure in Area C and supported the targeted communities with basic services including transportation, education, health, water supply, and electricity.

A local consultant was contracted to conduct the evaluation in accordance to well defined scope as detailed below:

- Assess the achievements of intended outcomes and outputs.
- Assess the relevance of the proposed projects to the national policy agenda and priorities, in addition to relevance with the requirements of the beneficiaries,.etc.
- Assess the efficiency and effectiveness of the projects in achieving its expected results through the analysis of the actual outcomes and outputs against the expected targets.
- Assess the implemented infrastructure sub-projects in terms of functionality, usability, and utilization, in addition to unintended results if any.
- Assess the operation and maintenance arrangements, monitoring and evaluation and the sustainability of the implemented sub-projects.
- Review and assess the processes and the manner, in which the sub-projects have been implemented, norms, specifications construction quality, soundness of the design, quality control, physical progress, compliance with social and environmental safeguard measures.
- Identify the problems/challenges faced by each stakeholder in fulfilling their roles in the implementation of the sub-projects, particularly "Municipality, contractor, MDLF, LTCs, Beneficiaries.....etc".
- Assess the cost efficiency and the value of money, by comparing the estimated and final benefits of the project (before vs after the implementation).

Findings from the Evaluation:

- The intervention concurs with the PA recent Strategic Framework for Area C "Support Resilience and Development" for 2018-19 which is based on the principle of preserving Palestinian right to control, live and invest in area C, and provide protection, basic services, and elements of resilience to the people living there.
- In the inspected projects, the quality of works and construction materials found satisfactory.
- All projects have been completed as planned during the design stage and currently functional except for the Keesan co-ed school which was subject to SWO.
- The cost of school buildings and roads falls within the current national level of costs for such projects and is considered effective.
- All stakeholders that have been interviewed, as well as the local community representatives showed their satisfaction with the infrastructure sub-projects that had been constructed.
- Most of LGUs do not prepare specific operation and maintenance plans for the implemented projects and may need further support from MDLF in this respect.



3.6 Obstacles and Challenges

- The lack of capacity and skills of most LGU's staff to design their sub-projects to prepare the Environmental and Social Management Plan "ESMP", to overcome this challenge the LTC has conducted on-job training focusing on the social and the environmental safeguards in accordance to MDLF working procedures.
- The low capacity of the LGU's in procurement procedures and bidding documents preparation.
- The coordination with MOLG took more time than anticipated, especially for the verification of project locations (within/out of the outline plans).
- The school project in Kisan and the road project in Jib-AdDeeb were subject to verbal stop working orders by the Israeli Authorities along with a confiscation of equipment. The projects were resumed and successfully completed after being suspended for few months.
- The work was suspended for two months due to the government measures and movement restrictions across the west Bank to prevent the spread of Covid 19 pandemic.

3.7 Lessons Learnt and Recommendations

- Continue strengthening the LGU's institutions and improving their staff capacities through on job training and transfer of know-how. This will enable the LGU's to be an efficient and sustained institution.
- Pay more attention to training and workshops especially for social and environmental aspects.
- More attention has to be ensured from the beginning regarding the project's identification and description, particularly the road sub-projects.
- Both LTC and contractors should be aware of the different risks entailed and mitigation measures.
- Technical support to the LGU during the bidding stage is needed.
- Equipment confiscation, detention, or demolitions are the main risks for contractors, minimum legal knowledge of the ICA procedures will provide clues to the suitable time to implementation. In the case of Stop-order was given, contractors must stop immediately or change the tactics. Action: See the above actions; also. Legal fees were added.
- Communication between all stakeholders is an essential risk mitigation measure. MDLF and donors need to be informed immediately in case of risks materialized.



4. Gaza Vulnerable Communities Development “SDC Fund”

4.1 Introduction

Gaza Vulnerable Communities Development (GVCD) is a program that was designed to improve the process of providing basic services to the vulnerable populations in Gaza Strip, and to increase the accountability at the local municipalities, as well as boost civic duty and participation among vulnerable populations in issues related to local planning and decision-making processes.

GVCD aligns with the Palestinian Authority policies, namely the National Policy Agenda of 2017-2022, and the draft of the Local Government Strategic Framework and the new MDLF Strategy (2017-2021). It further implements the state-building agenda, the Human Right Based Approach (HRBA) of the current Cooperation Strategy (2015-2018).

It is worth noting the GVCD was designed to complement the Municipal Development Program in responding to the vulnerable communities in providing accountable municipal services.

4.2 GVCD description

4.2.1 Overall Objective

GVCD will be implemented over 9 years in three consecutive phases (each phase starts every three years), and to start the first phase in (2017 – 2021).

Gaza Vulnerable Communities Development aims at:

- Improving and enhancing accountability at local service delivery for vulnerable communities.
- Strengthening local authorities' accountability toward citizens and civic groups' (youth, women and Neighborhood Committees) and citizens' participation in local decision-making processes.

The Program seeks to respond to continued high demand for basic services among vulnerable communities who are often left behind as well as to strengthen their capacity to participate in local decision-making processes with a focus on the three components:

- Component 1: Improving accountable service delivery for vulnerable communities through (9) small infrastructure projects.
- Component 2: Increasing Civic Participation & Social accountability of vulnerable communities in local decision-making and community development.
- Component 3: Enhancing Policy Dialogue on vulnerability Issues in the LG sector.

4.2.2 Geographic and Vulnerability Targeting

Communities in peripheral areas of large municipalities, for example, are commonly neglected in Strategic Development & Investment Plans (SDIPs) and annual implementation plans due to their relatively low density of population, the latter's insufficient voice and limited influence in plans' preparation and prioritization. Smaller rural municipalities, on the other hand, are not able to raise sufficient resources to deliver basic services for their SDIPs. Municipalities situated east of Salah Eddin Road in particular, generally have low population density and few economic/employment opportunities, hence low municipal revenues and low technical capacity for implementing infrastructure projects.

Recognizing the realities, the intervention, therefore, targets empowering smaller municipalities with vulnerable and marginal populations south of the Gaza city and Middle Areas – e.g., municipalities of

[illegible]

4.2.3 Selection Criteria for Vulnerable Communities and Projects

- I. Areas and populations with insufficient/ underserved service provision including:**
 - Ineffective solid waste services (shortage of waste bins, solid waste collection vehicles)
 - Limited or no access to the water network
 - Lack of energy supply for electricity service.
 - Limited or no access to sewage network if applicable
 - A low percentage of paved roads in the neighborhood
 - Areas subject to natural and or human-caused disasters.
 - Lack of or insufficient public spaces as gardens, playgrounds or multipurpose facilities¹⁷
 - Prioritized addressing women's (especially widows and female-headed households), youth and elderly populations' needs.
- II. Areas with repeated and documented complaints/requests from citizens/ neighborhoods.**
- II. Population living outside Municipalities' built-in areas, or at the periphery of UNRWA refugee camps that may have fewer capacities to exert traction on municipalities.**

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The vulnerable communities were scored under the above-mentioned criteria and the intervention will target the highly score communities accordingly.

4.3 Financing Partner's Contribution & Agreement duration

The SDC has contributed CHF 3 million for the first phase which has started on Nov. 1st, 2017 for three years. Noting that, the intervention was designed to be implemented in three phases with a total financing CHF 12 million over 9 years. The first phase of this agreement was supposed to be completed by end of November 2020; however, it was amended until the end of September 2021 to overcome the delays resulted from COVID-19 pandemic.

4.4 Implementing partners

✓ **Steering Committee (SC):**

To ensure the program's smooth implementation, an intervention/ program SC will be set up in the first year of the program. The composition of the SC will include representatives of key implementing partners (MoLG, MDLF, CSOs/ PNGO), SDC as well as UNRWA and GIZ. Representatives from other local/international agencies might be invited to attend steering committee meetings as needed. The SC will meet twice a year to review the intervention's progress, to advice on any troubleshooting matters, risk analysis needs and general steering recommendations as needed.

✓ **Municipal Development and Lending Fund "MDLF"**

The MDLF is the delegated implementation agency of the intervention including the three components. It is a semi-governmental entity with its independent Board¹⁸, transparent financial management and reputable procurement procedures that comply with national legislation and World Bank standards. MDLF has proven to become an efficient mechanism for channeling numerous donors' contributions to the LG sector in the West Bank and Gaza.

✓ **Non-Governmental Organization "NGO"**

In the context of improving a social accountable approach in the basic service delivery, MDLF will be responsible of supervising municipalities and their local communities in the selection of projects with the support of a local non-governmental organization, namely, (Palestinian Center for Democracy and Conflict Resolution PCDCR) who was contracted and completely financed by the SDC under component 2. The NGO overall objective is to:

- *Identify* the vulnerable communities to be targeted under component 1.
- To empower civic groups (women, youth, Neighborhood Committees), CBOs and citizens to *constructively* engage and pro-actively provide inputs in the joint decision-making - planning, prioritization, selection - of infrastructure projects selected for implementation under C1.
- Enhance citizens' and civic groups' **awareness and capacity to assist in the maintenance and monitoring of infrastructure projects selected for implementation under C1**. It is assumed

¹⁸ The Board consists of the PA, municipalities, civil society with the MoLG Minister as the Board chairman. The MDLF has a main office in Ramallah and a sub-office in Gaza City.



that more informed and engaged citizens will be more apt to hold municipal authorities accountable for their service delivery functions;

- Enhance citizens' and civic groups' participation through concrete, innovative and gender-sensitive smaller-scale community social accountability projects funded by small grants;
- Strengthen local civic groups and community-based organizations' capacity to effectively and sustainably utilize civic participation and social accountability tools such as public hearings, civic consultations, focus group discussions, citizen scorecards and satisfaction surveys, as indicated in the MoLG Social Accountability Toolkit.
- Engagement of particularly vulnerable (women, widows, youth, elderly) and marginalized groups, ensuring that they are heard and their inputs are incorporated in local decision-making processes.

✓ **Local technical Consultant "LTC"**

A local consulting firm (namely the Universal Group for engineering and consulting) was contracted to be financed from SCD contribution to supervise the component 1. The LTC overall objective is to:

- Sub-project Selection: the LTC was assisted MDLF and worked closely with municipalities & their vulnerable communities and the MDLF contracted local NGOs in the selection of sub-projects to benefit from the available fund. The selection was according to the preliminary selection criteria which LTC was reviewed the criteria and propose any needed improvements following a participatory approach in the selection and prioritization of sub-projects.
- Project planning and design: prepare and verify designs (survey maps, existing plans, design drawings, licenses, bill of quantities, specifications and bidding documents...etc.); and preparation of bidding documents as per the MDLF manuals including the Environmental and Social Management Framework; review and comment on individual procurement plans, infrastructure and services maintenance.
- Project implementation and supervision: conduct site supervision for all projects and visit all participating Municipalities during project implementation, including daily or as-needed site supervision and periodic (daily if needed) visits all participating Municipalities during project implementation, and daily follow-up to ensure that the Municipalities coordinate with all relevant parties, including relevant ministries, directorates, and contractors, and give approvals for all milestones and subproject activities. This also includes building the capacity of targeted Municipalities to implement projects and assist them in the supervision, including reporting on implementation progress, monitoring of indicators, and compliance with the standards delineated by MDLF.
- Ensuring compliance with technical and fiduciary aspects: build the capacity of and guide targeted Municipalities on technical and fiduciary aspects of project preparation and implementation to ensure compliance with MDLF's procurement, financial, social, and environment safeguards procedures (including the provision of mitigation measures).

✓ **Municipalities:**

Municipalities will be the owner of projects and municipalities and their communities will be the end beneficiaries of the intervention. Municipalities are a key stakeholder on the different



stages of the intervention, in component 2, they were part of the planning processes with their communities through the management of the civil society organization to identify the vulnerable communities and their needs. Under component 1 municipalities will be the contracting authority of infrastructure projects and will conduct the direct management of the contracts for the implementation of the assistance of the project by the local technology consultant. Communities will be empowered through component 2 by the NGO on monitoring of the projects as well.

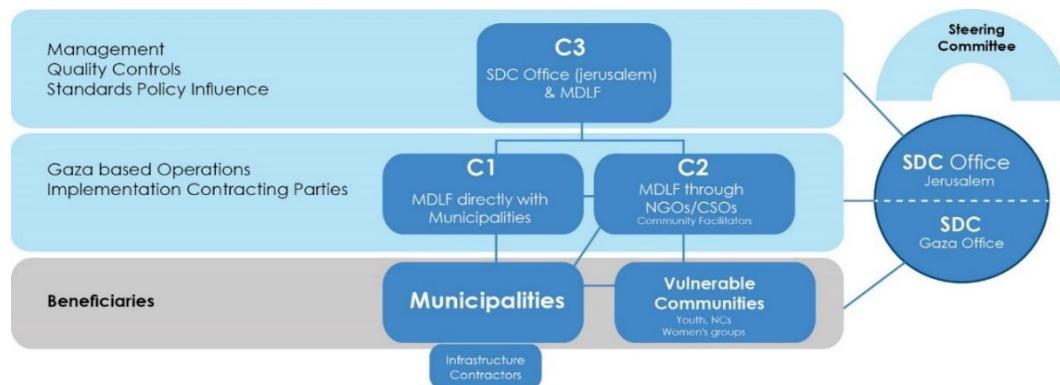


Figure 4 - GVCD coordination structure

4.5 GVCD implementation status and progress

Outcome 1: improved accountable service delivery for vulnerable communities

Output 1: 9 infrastructure projects have been implemented catering to the needs of vulnerable communities

Outcome #1: Improved accountable services delivery for vulnerable communities

➤ Vulnerable Areas:

7 municipalities in Gaza Strip were selected to benefit from GVCD in its first phase, the selected municipalities are located in the Middle and South of Gaza east of Salah El Dein Road, the selection of LGUs was based on criteria consists of: (vulnerability and lack of infrastructure sewers include accessibility of water networks, connection to sewage networks, deficiency of solid waste collection). 24 vulnerable communities were identified to be targeted in the action interventions in 7 targeted municipalities as illustrated in the following table 32:

Table 32: Identified Areas and Vulnerable Communities

Municipality	Vulnerable communities
Al Bureij	1. Tal Al Akdar 2. Al Saida 3. Al Saud 4. Abu Madin 5. Maqbola
Al Qarara	1. Maori, Abu Muhanna, Sheikh Hamouda 2. Shoaibat Valley, Al Syreej 3. Abu Fayyad 4. Al Astal wa Abu Gemayzeh 5. Abu Hadaf

Municipality	Vulnerable communities
Abasan Al Jadedda	1. Al Wosta, Al Sahaba 2. Al Shoeoq, Al Redwan, Al Naem
Khuza'a	1. Sharq Khuza'a 2. Al Najar 3. Abu Rook, Abu Ali
Rafah	1. Musabah 2. Mashroo Amer 3. Kherbat Al Adas 4. Al Brazil
Al Shoka	1. Qareet Al Shohadaa 2. Hai Al Safa, Musab wa Al Taqwa 3. Hai Al Rebat Al Sharqi, Hai Abu Luli
Al Naser	1. Al Shaot, Al Thawabta, Al Haseen 2. Al Borj, Hai Abu Moar, Aabdeen

➤ **Design Methodology of projects' prioritization**

- The partner NGO - PCDCR developed a methodology and a plan to assess the vulnerable communities' projects and needs in the targeted communities. The main activities related to this task included:
- Participatory community workshops were conducted at each targeted municipality. The workshops were attended by the vulnerable communities' participants, for example, Al Buriej the participants were from the 5 targeted communities (Al Tal Al Khdar - Saidia – Masoud Abu Median and Maqboula), and they discussed the needs of their communities and raised the priorities in a participatory manner.
- A total of 260 participants from the 24 vulnerable communities joined the meetings in the 7 municipalities, the participants were trained on the assessment tools and pairwise ranking tool.
- The communities' members were engaged in the focus groups discussion of environment and social safeguards to enhance community participation and promote accountable services delivery and preserve communities' properties and safety as shown in figure3.
- As a result of the assessment, 173 priorities (71 infrastructure and 102 services) as specified in table 36 and needs were identified to cover infrastructure such as; roads paving, sewerage, solid waste disposal, domestic water, and public services. For instance: tiling of squares and roads, drinking water, playgrounds, street lighting, community institutions, landscaping, parks, and gardens, as well as education and health services.





Table 33: No. of proposed projects by Vulnerable communities

Name of Municipality	No. of proposed projects	
	Infrastructure	services
Rafah	15	27
Al-shoka	12	21
Al-Naser	7	6
Khuza'a	10	13
Abasan	6	5
Al-Qarara	12	25
Al-Bureij	9	5
Total	71	102

- To ensure feedback and consultation with the communities, the partner NGO conducted two meetings at each municipality with the community participants to discuss the findings and share the identified projects and priorities.
- A final list of projects and priorities provided to MDLF to be reviewed based on the criteria of the GVCD.

➤ **Implementing and completion of accountable Infrastructure services in the targeted areas**

- A Total of 9 infrastructure projects were identified and implemented. The projects are divided in two types:
- Road projects: This is including 8 road projects. These projects are implemented in 7 municipalities with a total value of US\$ 1,973,021.37.
- Sewage projects: This project including construction of sewage networks with a total value of US\$ 247,043.60
- All 9 infrastructure subprojects (8 roads project and 1 constructing sewage network) are completed with a total value of US\$ 2,220,064.97
- The local committees received training on issues related to project management and monitoring skills, treating dispute between the municipality and the community, in addition to the environment and social safeguards.
- The local committees conducted regular visits to supervise the implemented projects, and provide comments and notes to the municipalities for improvement, also they help to solve problems with citizens related to social safeguards and overlapping., also they provided reports on citizen's complains concerning infrastructure and implemented projects
- The local committees documented the complaints by citizens on the issues related to infrastructure projects and worked with the concerned municipality to solve them.



Table 34: Total Infrastructure Projects Implemented and Completed under SDC fund

#	Municipality	Project Number	Project Name	Status
1	Al Buraij	GVCD1.1.1	Paving the main road (entrance to Al-Tal Al-Akhdar)	Completed
2	Al Buraij	GVCD1.1.2	Paving the cemetery road between the old cemetery and the Saida area	Completed
3	Al Qarara	GVCD1.1.3	Construction of Al-Siraj and Wadi Al-Shuaibat Road	Completed
4	Abasan Al Jadedah	GVCD1.1.4	Completing the stormwater drainage system and paving of Road No. 5	Completed
5	Khuzaa	GVCD1.1.5	Development and Tiling of Internal Roads	Completed
6	Al Shoka	GVCD1.1.6	Construction of a sewerage network in Abu Luli neighbourhoods	Completed
7	Rafah	GVCD1.1.7	Development of road No. 10	Completed
8	Al Naser	GVCD1.1.8	Expansion, Levelling and Rehabilitation of Roads at Al Naser Municipality	Completed
9	Al Shoka	GVCD1.1.9	Tiling of internal roads in Abu Luli neighbourhoods	Completed

Outcome #2: Strengthened accountability of targeted municipalities

Outcome 2: Strengthened accountability of targeted municipalities toward citizens and civic groups (youth, women, and neighborhood committees) participation in local decision-making processes)

A) Capacity Building Plan on civic participation and social accountability is designed and implemented.

➤ Design and implement capacity building plan on civic participation and social accountability

Based on the need assessment findings which was conducted by the NGO partner to assess the civic participation and social accountability needs in the targeted municipalities, PCDCR (NGO partner) designed and developed a capacity building plan to enhance vulnerable groups and municipalities capacity concerning the civic participation and social accountability concepts, tools and practices. Table 35 below provides details on the capacity building and training program.

Table 35: capacity building plan

#	Training Description	Target Group, Details of training	Achieved Result
1	Citizens, Civic groups, and social mobilizers training	12 training courses were conducted in 7 targeted communities (2 training courses in each large municipality one training course each small municipality). Participants in the training were 285 trainees, 132 males, 153 females, included 11 people with disabilities, for 25 training hours along 5 days per training course on the following main topics: -Relation between municipality and citizen. -Concept of citizenship and good governance. -Using CP and SA tools.	(285) of the local groups (citizens, community activists) from 7 municipalities (Al Bureij, Al Qarara, Abasan Al Jadedah, Khuza'a, Al Shoka, Rafah, and Al Nasr) have awareness



#	Training Description	Target Group, Details of training	Achieved Result																																				
		Chart (24): Participants according to gender <table><tr><td></td><td>Al Bureij</td><td>Al Qarara</td><td>Abasan al jadeda</td><td>Khuza'a</td><td>Al shoka</td><td>Rafah</td><td>Al Naser</td></tr><tr><td>Male</td><td>12</td><td>18</td><td>27</td><td>31</td><td>15</td><td>19</td><td>10</td></tr><tr><td>Female</td><td>11</td><td>17</td><td>13</td><td>31</td><td>34</td><td>33</td><td>14</td></tr></table> Chart (25): Participants according to age and disability <table><tr><td></td><td>Age 18-25</td><td>Age 26-40</td><td>Age 41-50</td><td>Above 50</td><td>PWD</td></tr><tr><td>Series1</td><td>47.4</td><td>38.9</td><td>8.1</td><td>1.8</td><td>3.9</td></tr></table>		Al Bureij	Al Qarara	Abasan al jadeda	Khuza'a	Al shoka	Rafah	Al Naser	Male	12	18	27	31	15	19	10	Female	11	17	13	31	34	33	14		Age 18-25	Age 26-40	Age 41-50	Above 50	PWD	Series1	47.4	38.9	8.1	1.8	3.9	and knowledge of the concepts of citizenship and active civic and community participation. - The percentage of participants whose knowledge and skills have improved in the areas of training was 87.50%.
	Al Bureij	Al Qarara	Abasan al jadeda	Khuza'a	Al shoka	Rafah	Al Naser																																
Male	12	18	27	31	15	19	10																																
Female	11	17	13	31	34	33	14																																
	Age 18-25	Age 26-40	Age 41-50	Above 50	PWD																																		
Series1	47.4	38.9	8.1	1.8	3.9																																		
2	Municipal Officials training	Municipal Officials training course was conducted in Rafah municipality in 1st of March 2020 targeting 20 municipal officials in 7 targeted municipalities for 18 training hours, employees from each municipality were (1 member from municipal council, 1 member of executive management, and 2 members of public relations department) The training topics focuses on: -Mainstreaming SA inside Municipalities. -Mainstreaming CP within Municipalities' procedures and processes Chart (26): Number of participants of municipal officials training both males and females <table><tr><td></td><td>Al Bureij</td><td>Al Qarara</td><td>Abasan al jadeda</td><td>Khuza'a</td><td>Al shoka</td><td>Al Naser</td><td>Rafah</td></tr><tr><td>No. of participants</td><td>3</td><td>2</td><td>3</td><td>2</td><td>3</td><td>3</td><td>4</td></tr><tr><td>Male</td><td>2</td><td>2</td><td>3</td><td>2</td><td>2</td><td>1</td><td>3</td></tr><tr><td>Female</td><td>1</td><td>0</td><td>0</td><td>0</td><td>1</td><td>2</td><td>1</td></tr></table>		Al Bureij	Al Qarara	Abasan al jadeda	Khuza'a	Al shoka	Al Naser	Rafah	No. of participants	3	2	3	2	3	3	4	Male	2	2	3	2	2	1	3	Female	1	0	0	0	1	2	1	(20) of municipal officials from 7 municipalities (Al Bureij, Al Qarara, Abasan Al Jadeda, Khuza'a, Al Shoka, Rafah, and Al Nasr) have awareness and knowledge of mainstreaming SA, CP within Municipalities' procedures and processes.				
	Al Bureij	Al Qarara	Abasan al jadeda	Khuza'a	Al shoka	Al Naser	Rafah																																
No. of participants	3	2	3	2	3	3	4																																
Male	2	2	3	2	2	1	3																																
Female	1	0	0	0	1	2	1																																
3	TOT training for active citizens	Two TOT training courses were implemented in two locations in January 2020: Rafah and Khuza'a, targeting 52 active citizens from who participated in the previous trainings for 20 training hours along 4 days per training course TOT Training was tackled the following topics: - Conducting training and facilitating skills.	(52) of active citizens from who participated in the previous trainings, have awareness and knowledge facilitating skills and SA and CP Skills.																																				

#	Training Descript ion	Target Group, Details of training	Achieved Result
		- SA and CP Skills. - SA and CP tools: 1) multi stakeholders dialogue, 2) live broadcast of local council meeting, 3) public meetings, 4) community score cards, Citizen report card, 5) Citizen charter, 6) Khadamatee, 7) Mystery Visitor, 8) Objections and complaints system. Chart (27): Numbers of participants in Tot Training for active citizens ToT Training for Active Citizens Axis Title 35 30 25 20 15 10 5 0 Male Female PWD Al Bureij Al Qarara Abasan al jadedda Khuza Shoka Al Naser Rafah 3 2 3 6 6 6 3 29 55.77% 2 5 2 5 3 1 5 23 44.23% 0 0 0 0 0 1 0 1 1.92%	





B) Identify Gender Sensitive Program Entry Points and Activities

Table 36: Identification of Gender Sensitive Entry Points

Aim of the study	Tools	Main Findings
Design and conduct assessment and analysis of gender sensitivity in the municipalities services, and identify the opportunities to integrate gender in the municipalities policies, plans, programs, and services	1) Reviewing documents of municipalities (strategic plan, projects documents and reports, services reports; 2) Holding 5 structured interviews at least /each municipality with heads of municipality departments including female employees and at least one female municipal council. 3) 15 -20 questionnaire oriented to municipality staff/each municipality, 4) Conducting 28 interviews with key informants and representatives of municipalities, 5) Conducting 7 meetings for the discussion of study results with 90 municipal officials, 53.3% female.	1) The percentage of women's representation in the municipal council varies from one municipality to another, and it did not exceed 25% at its best. 2) The percentage of women's representation in administrative and technical jobs varies from one municipality to another, and it did not exceed 10% at its best. 3) The absence of women's representation was in neighbourhood committees of the municipalities of al-Bureij, al-Qarara, al-Shuka and al-Nasr, while women were represented in the neighbourhood committees of Abasan Al-Jadida, Khuza'a, and Rafah municipalities. 4) The systems and regulations in force in the seven targeted municipalities grant equal opportunities to benefit from capacity building activities and programs without discrimination, but in reality, the percentage does not exceed 30% of capacity building activities. 5) In some municipalities, gender issues are partially integrated during the budget



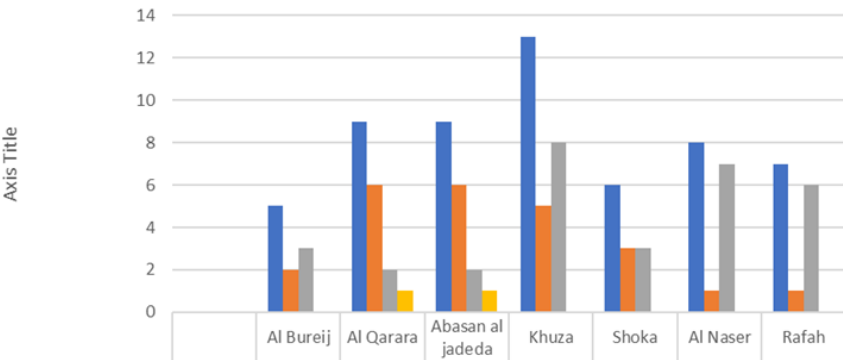
Aim of the study	Tools	Main Findings
	Methodology of assessment and analysis of gender sensitivity in the municipalities' services ILO tool (after customization and adaptation) A guide to assessing compliance with the gender convention in local authorities (Gender forum-Moftah) 36 Semi-structured interviews (one to one interviews) 88 Questionnaires (one to one interviews)	preparation phase, while in other municipalities, they are not. 6) All the targeted municipalities do not have any policies or procedures to follow up and regulate the work of kindergartens, nurseries and health centres, with a focus on meeting the needs of women.



Table 37: Implementing Trainings for municipalities' staff and vulnerable groups

	Training Description	Target Group, Details of training	Achieved Result																																													
1	Municipal Officials training	PCDCR implemented 18-hours training course for 35 employees in 7 municipalities (5 employees/municipality). In 6,7,8 July 2020. These staff are one from the municipal council, one from the executive management, one from projects department, and one from direct services for public. The training aimed to improve the knowledge and skills of municipalities' staff on gender mainstreaming in municipalities Women percentage in the capacity building activities reached 42,86% of the total participant. Topics: •Concept of gender •Methodology of equity •Concept and level of participation. •Gender: roles, needs and requirements. •Integrating gender in municipalities' policies and services. •Levels of gender mainstreaming/integration. •Providing gender responsive services in municipalities. Participants in Gender mainstreaming Training in Municipalities <table><thead><tr><th>Municipality</th><th>No. of participants</th><th>Male</th><th>Female</th><th>PWD</th></tr></thead><tbody><tr><td>Al Bureij</td><td>8</td><td>4</td><td>4</td><td>0</td></tr><tr><td>Al Qarara</td><td>4</td><td>3</td><td>1</td><td>0</td></tr><tr><td>Abasan al jadedda</td><td>8</td><td>5</td><td>3</td><td>0</td></tr><tr><td>Khuza</td><td>3</td><td>2</td><td>1</td><td>0</td></tr><tr><td>Shoka</td><td>4</td><td>2</td><td>2</td><td>0</td></tr><tr><td>Al Naser</td><td>4</td><td>3</td><td>1</td><td>0</td></tr><tr><td>Rafah</td><td>4</td><td>1</td><td>3</td><td>0</td></tr><tr><td></td><td>1</td><td>1</td><td>0</td><td>0</td></tr></tbody></table>	Municipality	No. of participants	Male	Female	PWD	Al Bureij	8	4	4	0	Al Qarara	4	3	1	0	Abasan al jadedda	8	5	3	0	Khuza	3	2	1	0	Shoka	4	2	2	0	Al Naser	4	3	1	0	Rafah	4	1	3	0		1	1	0	0	(35) of municipal officials from 7 municipalities (Al Bureij, Al Qarara, Abasan Al Jadedda, Khuza'a, Al Shoka, Rafah, and Al Nasr) have awareness and knowledge of gender Concepts, roles, needs and requirements.
Municipality	No. of participants	Male	Female	PWD																																												
Al Bureij	8	4	4	0																																												
Al Qarara	4	3	1	0																																												
Abasan al jadedda	8	5	3	0																																												
Khuza	3	2	1	0																																												
Shoka	4	2	2	0																																												
Al Naser	4	3	1	0																																												
Rafah	4	1	3	0																																												
	1	1	0	0																																												



	Training Description	Target Group, Details of training	Achieved Result																																								
2	Citizens, Civic groups, and social mobilizers training	PCDCR conducted 3 training courses targeting 57 participants form vulnerable groups (Women, elder people, people with disability, youth, people living in marginalized areas and buffer zones) in the 7targeted communities, each group consists of 20 citizens and continues 1 day (6 hours). Women participation in the capacity building activities reached 54, 39% of the total participants, 1st training day was held at Al Qarara forum in 18 November 2020 targeting Al Bureij and Al Qarara social committees. 2nd training day was held at Khuza’a municipality in 22 November targeting Khza’a and Absan Al Jadedda social committees. 3rd training day was held at Al Shouka municipality in 29 November targeting Rafah, Al Shouka and Al Naser social committees. Topics: A. Gender: concept and roles. B. Municipalities’ services from human rights-based approach Chart (29): Number of participants in gender training course for vulnerable groups Gender Training Course for Vulnerable Groups <table><tr><th></th><th>Al Bureij</th><th>Al Qarara</th><th>Abasan al jadedda</th><th>Khuza</th><th>Shoka</th><th>Al Naser</th><th>Rafah</th></tr><tr><td>No. of participants</td><td>5</td><td>9</td><td>9</td><td>13</td><td>6</td><td>8</td><td>7</td></tr><tr><td>Male</td><td>2</td><td>6</td><td>6</td><td>5</td><td>3</td><td>1</td><td>1</td></tr><tr><td>Female</td><td>3</td><td>2</td><td>2</td><td>8</td><td>3</td><td>7</td><td>6</td></tr><tr><td>PWD</td><td>0</td><td>1</td><td>1</td><td>0</td><td>0</td><td>0</td><td>0</td></tr></table>		Al Bureij	Al Qarara	Abasan al jadedda	Khuza	Shoka	Al Naser	Rafah	No. of participants	5	9	9	13	6	8	7	Male	2	6	6	5	3	1	1	Female	3	2	2	8	3	7	6	PWD	0	1	1	0	0	0	0	(57) of the local groups (citizens, community activists) from 7 municipalities (Al Bureij, Al Qarara, Abasan Al Jadedda, Khuza'a, Al Shoka, Rafah, and Al Nasr) have awareness and knowledge of the concepts of gender. The percentage of participants whose knowledge and skills have improved in the areas of training was 87.50%.
	Al Bureij	Al Qarara	Abasan al jadedda	Khuza	Shoka	Al Naser	Rafah																																				
No. of participants	5	9	9	13	6	8	7																																				
Male	2	6	6	5	3	1	1																																				
Female	3	2	2	8	3	7	6																																				
PWD	0	1	1	0	0	0	0																																				



C) Public Awareness and Educational Campaigns on CP, SA

PCDCR completed public awareness campaign to enhance community accountability, dialogue and building a relationship of trust between citizens in the local community and the municipality.

Work Methodology

PCDCR selected a group of 44 active citizens considering:

- Gender, age and inclusion of vulnerable groups and communities.
- Community members who received the training of SA and CP, which included training of 285 participants from marginalized communities in the seven municipalities.
- Community members who passed an assessment test that was shared on the Palestinian PCDCR's page
- Community members participated in the previous TOT
- About 76 participants took the exam, and the final list that included 50 participants was selected to participate.
- TOT training tackling SA and CP advanced skills in addition to facilitation skills.
- Finally, 44 Selected citizens act as ambassadors of SA in their communities to implement 250 awareness-raising workshops for other citizens in local communities through partner CBOs, mosques and Dewan.
- Two simulation sessions were held for an awareness-raising workshop on citizenship and community participation targeting 44 male and female facilitators, who are C.P, SA ambassadors, and who in turn will transfer knowledge to nearly 6796 individuals from marginalized communities through 264 sessions with a focus on marginalized groups of women, people with disabilities and the elderly.

Topics covered in public awareness sessions are:

- Concept of community participation and social accountability,
- Benefits of community participation and social accountability,
- Main challenges and obstacles facing citizens, and
- Proposed mechanisms for improving community participation.
- They were trained on the best method and techniques in communicating simplified information to citizens, which contribute in creating a state of awareness and knowledge that pushes community to participate in neighbourhood committees, in communicating with their local councils and in the municipality's sessions and workshops, and to submit complaints and other levels of community participation.
- Pre -post questionnaire was designed and distributed to citizens participating in awareness-raising sessions to measure the level of citizens' knowledge of community participation and social accountability. The tool also collected citizens' opinions on ways to improve community participation and community accountability in municipalities.
- 44 S.A ambassadors implemented 250 awareness-raising workshops for other citizens in local communities through partner CBOs, mosques and Dewan.

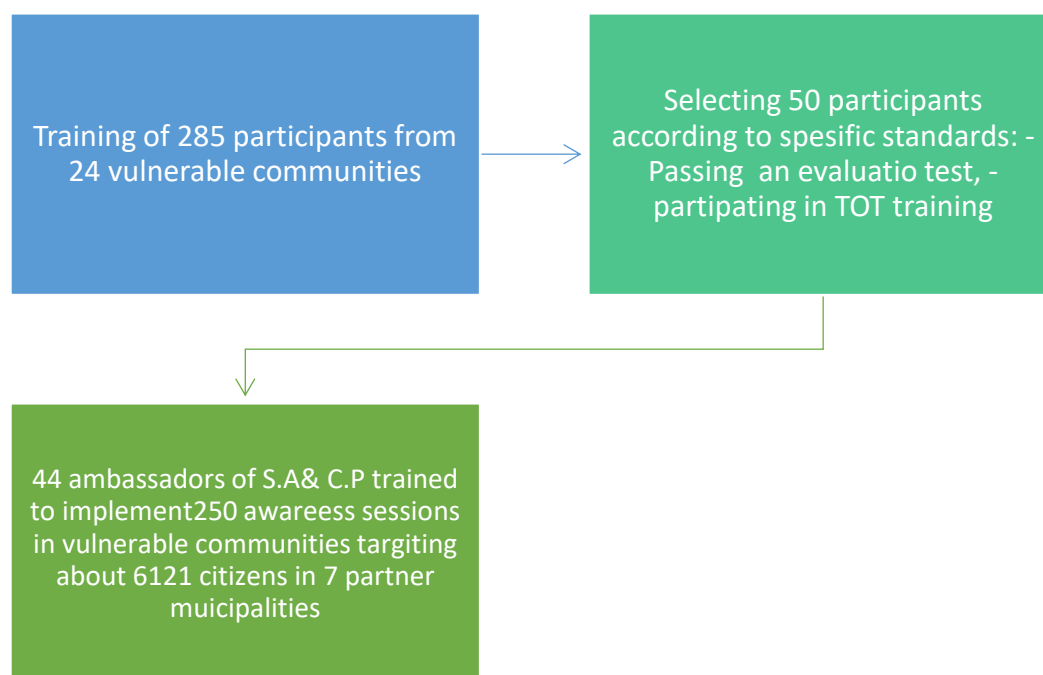


Table 38: Public Awareness Campaign's Participants Information

#	Municipality	No. of participants	Women 35-60	Older People		Man 35-60	PWD		Youth 18-34	
				Male	Female		Male	Female	Male	Female
1	Al Bureij	400	85	4	1	120	5	7	97	81
2	Al Qarara	1240	356	11	11	236	6	3	226	391
3	Abasan al jadedda	434	114	24	12	62	9	7	87	119
4	Khuza	717	224	22	53	64	9	4	154	187
5	Shoka	863	220	77	222	0	12	3	62	267
6	Al Naser	785	185	33	75	88	13	10	125	256
7	Rafah	1787	455	21	192	106	25	7	344	637
	Sum	6226	1639	192	566	676	79	41	1095	1938



Awareness Raising Outputs

- Motivating citizens to plan initiatives concerning the neighborhood.
- Encouraging associations to cooperate with each other in order to activate the role of community participation through workshops and seminars, and conducting listening sessions and focus meetings.
- Increasing citizens' awareness of community participation and accountability.
- Stimulating the role of citizens in claiming their rights within peaceful and legal procedures.
- Providing an initiative from the grassroots associations to visit the municipality and coordinate with the concerned parties in order to conduct hearing sessions and joint workshops between citizens and the municipality to solve the neighborhood's problems and listen to the citizens' needs.
- Participants agree on the need to activate local committees or to form consensus committees in the absence of a neighborhood committee, to follow up the needs and problems of the regions and find appropriate solutions with the municipality.

Table 39: Challenges regarding the Community Awareness Facilitation

Challenges/difficulties the facilitator faced	How they tackled the challenges
The COVID-19 pandemic	By adhering to health safety standards, social distancing and using sterilizers.
Citizens' fear of participating and claiming their rights through accountability for political and partisan reasons	Provide realistic examples of accountability and provide accountability tools to enable citizens to work within peaceful legal means
Citizens do not know the reasons for not responding to their demands or complaints in the municipality in some cases.	By providing a clear sequence of the path of any complaint in the municipalities, starting from the complaints box in the municipality to the Ministry of Local Government until citizens got a response.
Citizens show aggressive attitudes when talking about the municipality as a result of previous experiences.	Overcoming them by convincing citizens of the existence of new policies in the municipalities that support the concepts of community participation and accountability and link them to examples on the ground.
The problem of coordination with associations to conduct the awareness sessions.	By informing them of the session's goals and linking them to the role of community committee members in proposing and presenting initiatives for the neighborhood people.
Separation of women and men	A separate workshop for women was implement.
Citizens doubt the response to their demands and the importance of participation and accountability in reality.	Providing real examples of responding, participation, and accountability from the Gaza Strip.



D) Calls for small grants to enhance community participation and inclusion to implement sub-projects

✓ **Methodology**

PCDCR stressed the importance to promote community ownership and involving local community with major focus on vulnerable groups, it implemented the following activities:

Publish an online call for proposal for all the interested community groups to offer a concept paper for the small grants to identify the target.

The interested community group sent a concept note, which contains a summary of their ideas and the objectives to be pursued in order to decide whether the ideas are in line with the priorities of the project. Each paper note included the main information of the applicants, core idea and objectives, duration of the project, and number of members of the application.

Conducting training courses for interested community groups on how to apply for the small grants

Before submitting the final applications, in February 2020, 3 training meetings conducted for 106 interested community groups on how to apply for the small grants, to present and coach applicants on the official form of the proposal which mainly address the needs of the local community and links between SDIP and diagnostic assessment.

The training lasted for 10 hours through 2 days, at the first day PCDCR explained the aim of the small grants, present the formal call of proposal and explain in detail the application form, and within the second day PCDCR practically coached the applicants and answered their questions regarding the application.

✓ **Assessment of small grants**

- The number of applied initiatives in the first phase was 66 proposals out of which 44 were qualified for the second phase, and the number of qualified initiatives after- merging similar or complementary ideas reached 33 community initiatives (small grants) as shown in table 40 below.
- On 18th of March 2020 a second phase evaluation for 33 qualified community initiatives was conducted in PCDCR through committee consists of members from MDLF, PCDCR, municipal staff and social committees' coordinators to select and evaluate the small grant projects
- 33 qualified community initiatives were approved, municipalities and the winner teams were asked to start implementation of communities' initiatives in 24 vulnerable communities.
- The identified initiatives focussed on the needs to improve the infrastructure services include:
 - Installation of waiting stations in public streets
 - Street lighting
 - Rehabilitation of public facilities for people with disabilities (schools, hospitals, clinics, gardens, organizations)
 - Rehabilitation and furnishing youth centres.
 - Improve solid waste collection, organize community education campaign to clean their neighbourhoods.



Table 40: Public Awareness Campaign's Participants Information

#	Municipality	No. of applied initiatives-first phase Evaluation	Qualified initiatives - Second Phase Evaluation	Merged Qualified initiatives	No. Of winning initiatives -final evaluation
1	AL Bureij	13	11	5	5
2	Al Qarara	16	8	6	5
3	Absan Al Jadedah	10	6	5	5
4	Khuza'a	7	4	4	3
5	Al Shouka	4	4	4	4
6	Al Naser	9	6	6	5
7	Rafah	6	6	5	5
8	All Municipality	1	1	1	1
	Total	66	46	36	33

✓ **Initiatives' teams achieved the following**

- Drafting a Memorandum of Understanding (MoU) between the seven municipalities and social committees giving them the authority to supervise on the implementation of the initiatives in targeted vulnerable communities.
- 33 action and follow up plans were developed by supervision of CCs, in addition to 33 operational plans, for each initiative.
- MDLF prepared the tendering documents for 33 qualified community initiatives which were identified and developed by vulnerable communities with allocated budget of US\$ **399,322.00**, the detailed information shown in table 40.

Table 40: Description of Developed Small Grants

Municipality	Project Name	Status	Sector	Allocation (US\$)
Abasan Al Jadedah	Together Abassan is more beautiful	Completed	Solid Waste	9,986.50
Abasan Al Jadedah	Install of umbrellas for disabled people	Completed	Public Facilities	9,983.10
Abasan Al Jadedah	Supply and installation of street lighting, traffic lights and pedestrian protection barriers	Completed	Electrical	9,993.00
Abasan Al Jadedah	Supply and install of lighting in Abasan Al Jadidah	Completed	Electrical	9,650.00
Abasan Al Jadedah	Install of umbrellas for disabled people in Abasan Al Jadidah	Completed	Public Facilities	9,940.00
Al Buraij	Supply of small solid waste containers in the Vulnerable Communities	Completed	Solid Waste	9,800.00
Al Buraij	Supply and install of waiting stations in the vulnerable communities in Al Buraij	Completed	Public Facilities	9,800.00
Al Buraij	Supply and install of lighting	Completed	Electrical	13,560.00
Al Buraij	Supply and install of lighting	Completed	Electrical	23,450.00



Municipality	Project Name	Status	Sector	Allocation (US\$)
Al Buraij	Supply of plastic solid waste containers	Completed	Solid Waste	10,140.00
Al Naser	Supplying street lighting lanterns in the vulnerable communities in Al Naser	Completed	Electrical	11,678.60
Al Naser	Enhancing the environmental situation in the vulnerable communities in Al Naser	Completed	Solid Waste	7,420.00
Al Naser	Install of waiting stations in the vulnerable communities in Al Naser	Completed	Public Facilities	6,500.00
Al Naser	With water we live (Operate desalination plants with solar energy)	Completed	Water	14,400.00
Al Naser	Enhancing the environmental situation in the vulnerable communities in Al Naser (supply of plastic solid waste containers)	Completed	Solid Waste	10,000.00
Al Qarara	Supply and install of waiting stations in al Qarara	Completed	Public Facilities	9,968.00
Al Qarara	Supply of plastic solid waste containers in the Vulnerable Communities in Al Qarara	Completed	Solid Waste	13,063.00
Al Qarara	Rehabilitation and equipping of a multi-purpose hall	Completed	Public Facilities	13,219.00
Al Qarara	Supply of plastic solid waste containers in the Vulnerable Communities in Al Qarara	Completed	Solid Waste	9,852.00
Al Qarara	Supply and install of waiting stations in al Qarara	Completed	Public Facilities	9,480.00
Al Shoka	Supply and install of lighting	Completed		25,500.00
Al Shoka	Supply and install of waiting stations in the vulnerable communities	Completed	Public Facilities	9,975.00
Al Shoka	Supply and install of waiting stations in the vulnerable communities in Al Shoka	Completed	Public Facilities	18,000.00
Al Shoka	Supply and install of lighting	Completed	-	30,000.00
Khuzaa	We all love	Completed	Solid Waste	7,716.00
Khuzaa	Furnishing and equipping the Childhood Reading Salon	Completed	Public Facilities	20,464.80
Khuzaa	We all love (supply of plastic solid waste containers)	Completed	Solid Waste	9,010.00
MDLF	Design and supply of promotional materials for Gaza Vulnerable Communities	Completed		7,369.00
Rafah	Establishment of desalination plant in Khirbet al-Adas.	Completed	Water	9,952.00
Rafah	Development of Al Barazil park	Completed	Public Facilities	9,700.00
Rafah	Establishment of umbrellas and lighting for the public street in Mosbeh neighbourhood	Completed	Public Facilities	9,980.00
Rafah	Maintenance and rehabilitation of Al-Batoul Kindergarten and Deir Yassin Youth Center	Completed	Public Facilities	9,972.00
Rafah	Development of Al Barazil park (supply of children games)	Completed	Public Facilities	9,800.00
Total				399,322

E) Media Campaign and Educational Materials:

Facebook page and YouTube channel:

The media expert of the partner NGO established Facebook page where the social media was utilized for community awareness about SA and CP in municipalities and to build strong and fruitful relation between municipalities

and citizens. It includes posts, reports, photos and news about the project activities and outputs.

All local committees continued to publicize their news, activities and initiatives on the Facebook

<https://www.facebook.com/DSAC.partners>

Produce Series of 12 Info-graphic Show:

The media expert in cooperation with an artist designed and draw a character. This character has been used to make set of 12 episodes of info-graphic show, each episode tackles an issue/ problem related to SA and CP and proposes solutions.

The series will be published through social media and face book page to reach the largest number of beneficiaries aiming to publish the concept of SA and CP in a creative way and improve citizens and community awareness in these topics. The following is link of first episode;

<https://drive.google.com/file/d/1wSrYRkAfoViEoWo9uGib4SVeLK7fu3Fk/view?usp=sharing>

Free Online Educational Platform:

The partner NGO designed a free online educational platform called (DARB) aiming to build citizens and youth awareness and capacities on social accountability and civil participation reaching the largest number of beneficiaries considering gender, age and vulnerable groups of the communities. The platform is still under progress. <http://darb.pcdcr.org/>

Sharing dialogue and building trustful relation between municipalities and local communities.

Implementing Policy Days:

During the implementation of the project, the need assessment and the trainings were carried out. The partner NGO identified a set of critical issues in each targeted municipality from the community and the municipality perspectives. An issue was selected in each municipality (total of 7 issues in 7 municipalities) and a policy day was conducted to tackle this issue (total of 7 policy days in 7 municipalities). Each policy day involves 15 stakeholders, municipality representative and citizens for 2.5 hours discussion to identify the problem, suggest solutions, and propose practical recommendations to solve the problem.

The output of each policy day is a policy paper that suggests practical and applicable solutions for a specific problem on policies and operational level.





- A baseline survey was conducted and the benchmark results will be used as a reference for the evaluation assignment (currently under procurement).
- As for the policy roundtable, a steering committee meeting was held with the in Jan-2019. Another meeting was conducted in a form of roundtable after having the results of the evaluation.
- Additionally, coordination meetings were held with GIZ who targeted the same vulnerable communities as top up for component (1)
- The GIZ and other stakeholders were part of the roundtable discussions where the results of the evaluation and policy recommendation assignment were presented.
- PCDCR team in cooperation with municipalities and CCs of GVCD project organized 7 policy days, with 129 participants, among them 28 were stakeholders and decision makers, 101 were representatives of vulnerable communities including CCs and key informants and CBOs members. (women participation was 18%).
- **Purpose of Policy days is to** build trustful relation between municipalities and local communities, through the implementation of the outcomes and policies generated from policy meeting into actions.
- During the implementation of the project, the need assessment was conducted. The PCDCR identified a set of critical issues in each targeted municipality from community and municipality perspective. PCDCR selected issues in each municipality (total of 7 issues in 7 municipalities) and conduct a policy day in each municipality to be tackled (total of 7 policy days in 7 municipalities). Each policy day involves 15 stakeholders, municipality representative and citizens and continues 2.5 hours discussing the identified problem, suggested solutions, and practical recommendations to solve the problem.



The output of each policy day is a policy paper that suggests practical and applicable solutions for a specific problem on policies and procedures level within a certain period of time.

Outcome #3: Enhancing Policy Dialogue on vulnerability Issues in the LG sector

MDLF prepared the TOR for GVCD Evaluation and Policy Recommendation and completed the recruitment of the consultancy firm to implement the evaluation, GVCD Evaluation TOR focuses on two main themes:

- A.** GVCD Evaluation: to conduct an overall evaluation of the GVCD in addition to beneficiaries' impact (BIA) assessment of the intervention in order to assess to what extent the project and accomplishments have been relevant, efficient, effective, impact and sustainable (DAC criteria).
- B.** Policy Recommendations: to develop policy suggestions and recommendations on vulnerability in the LG sector in Gaza Strip, this will heighten more systematic institutionalization of support for vulnerable communities, and improve qualitative standards of SDIP processes. Particular attention will be paid to empower and ensure MDLF's effective implementation of support for vulnerable communities within the new MDLF Strategy 2022- 2026 as well as raising more awareness about vulnerability topics in Gaza. A dedicated mechanism could eventually be injected into the MDP.



The assignment was completed by end of July 2021

C. POLICY DEVELOPMENT AND ROUNDTABLE SESSION

MDLF organized a roundtable session under GVCD Component3 (C3), to enhance policy development and recommendations to improve services delivery and civic participation and social accountability in the vulnerable communities. In particular, the roundtable session intended to develop suggestions for MOLG, MDLF, and LGUs to be more effective in advancing vulnerable groups, and enhancing civic participation and social accountability.

The Roundtable session was held on November 11th 2021, at MDLF Office with distinctive participation of MOLG Deputy Minister, MDLF General Director, SDC and GIZ concerned staff, Mayors, NGOs, women organization and local technical consultant.

The policy dialogue session addressed the following issues:

- Presenting GVCD experience in the piloting phase and sharing the most important outputs of the program.
- Reviewing public policies on civic participation and social accountability in LGU sector.
- Discuss suggestions and recommendations to improve services delivery for the vulnerable communities.
- Enhancing community participation and social accountability in marginalized areas.

Recommendations and suggestions to develop policies and strategies to improve services delivery and civic participation and social accountability in LGU sector:

- More reflection and discussion are needed to realize the added value to target vulnerable communities in parallel to MDP or mainstreaming vulnerability reduction under MDP.
- The necessity to update SDIP manual and develop written policy on civic participation and social accountability with clear guidance, tools and mechanisms to ensure proper and effective implementation.
- Institutionalize civic participation and social accountability in LGUs, and develop performance indicators to assess municipalities performance in civic participation and social accountability, and ensure citizens participation in all stages (planning – design – implementation – follow up).
- It is important to better understand, clarify and unify vulnerability concepts and criteria to identify vulnerable communities in such complex context of Gaza. It is an urgent need to define standards to assess vulnerability taken into consideration the variation on the different levels (areas, neighborhoods and local communities).
- Enhance gender mainstreaming in LGU sector and develop gender policy to empower women participation in decisions making of services delivery and LGUs work.
- Organizing and unifying the different formed social accountability committees formed by different organizations for more effective participation and better coordination with the municipalities.



4.6 GVCD SUCCESS STORIES

A. Participants Inputs and Anecdotes

“I strongly believe that it is important to give and participate in every action that seeks to improve my community. This has coincided with my journey to find a meaningful direction in my life.

Taking this opportunity, I was excited to learn more about my community through practical experience and reinforce myself as a young woman who drives at least part of the community intellectually forward.

I wanted to prove to my community that women can be great leaders. However, it was not easy, but rather full of challenges which required courage, toughness, and the ability to master new skills like advocacy, influence and persuasion

I expected that my community could not embrace a 26-year-old woman to be a Committee Coordinator under the pretext of age, gender and lack of experience, but it was agreed later by the Committee members that this Committee could not go forward without my participation. However, the complexity and disagreement between the parties within this Committee and between the Committee and the Municipality, in addition to the fact that the Committee includes individuals with political weight are considered factors that would eventually terminate this Committee in a period of less than two months. Therefore, it was expected that the Municipality will not believe in such committee headed by woman to make change and lead a constructive dialogue inside the committee and between the community and the municipality, but with desire and concerted efforts, I was able to help the Committee in the most difficult circumstances, and we worked together with high team spirit to help our community, improve the services delivered to them and to have their voices heard.

I am so proud of what the Committee achieved so far, and I hope that the geographic representation of the Committee would be expanded to include the whole region of Al-Qarara to enable tens of young women to believe in themselves and hold leadership positions”

- Nada Khashan. Al-Qarara Social Committee Coordinator

B. More Success Stories

My name is Bassam Abu Haleeb; a thirty-four-year-old sociology graduate. I have lived in a society ignorant of its rights and duties towards duty-bearers. I used to think that the citizen is not entitled to object or participate in making a decision, and that the duty-bearer is competent in making decisions and identifying needs and that the authority is exclusive to him and we cannot oppose his decisions. I used to think that the trainings have no effect on building someone’s personality and preparing it to the outside world. However, after participating in PCDCR’s trainings within the project of Developing Marginalized Communities, which focused on civic participation and social accountability, I can say that there has been a great change in the course of my life, personality and way of thinking. Moreover, I have learned new terms and concepts that I wasn’t familiar with before. Now that I have become a member of the Development and Social Accountability Committee in Al-Qarara area, I will not spare any efforts with my colleagues in the committee to follow up on the implementation of infrastructure and services projects, represent the people in my area and make sure their voice is heard by the local authority.

Residents of a vulnerable area called “Al-Darb Al-Masri”, which is out of the Municipality of Al-Shoka’s influence - a regional area, suffer from the accumulation of solid waste because the Municipality’s solid waste truck has difficulty accessing this area, and also because they have failed to pay their fees to the Municipality. Mr. Ahmed Safi, a resident of the area, expressed through social media their suffering from the accumulation of solid waste as it causes health risks/problems and paints an inappropriate picture of the area.



Mr. Ahmed Safi was contacted by the Community Committee as part of the Development of Marginalized Communities Project, and a meeting was arranged for the residents of Al-Darb Al-Masri in Al-Shoka on the morning of Monday 23-12-2019. The Committee, represented by its chairman and some members, visited the area and introducing themselves to the residents and listened to them to find a solution to their problem and alleviate their suffering. After that, they went to the Municipality building and sat with the Head of the Municipality, where an agreement between the residents and the Municipality was reached to get the solid waste truck back to work in the area. One day every week was set for the truck to get in the area, and the residents approved this. The problem was resolved by the efforts of the Community Committee in Al-Shoka.

The awareness sessions on community participation and accountability have helped implement accountability mechanisms, such as submitting a complaint through the community committees that were formed through the project, and contributed to developing solutions to some of the needs of parents in marginalized communities, for example:

People living in vulnerable communities complained about the lack of safe drinking water and their inability to afford the expenses of buying it or transporting it to remote places east of Al-Qarara "Sereij area, Abu Haddaf", Abu Haleeb area. Through the efforts of the Development and Community Accountability Committee - Partners in Al-Qarara, 10 water tanks with a capacity of one and a half Cubic Meter were provided through the committee's communication with charitable people and the Mayor of Al-Qarara. The committee consulted with parents to determine the places of its installation, and it was filled with water from the desalination plant for free. It is worth noting that the desalination plant was established in Al-Qarara through the Gaza Vulnerable Communities Development Project, which was identified as a need and priority by the people and representatives of marginalized local communities. The average number of families benefiting from one tank is 50 families, and it is filled on a weekly basis, and the distribution and mobilization process is supervised by the community committee in coordination with the municipality.

Quotations of the Trainees' Opinions

Khaled Musabeh, 36-year-old, holding MSc in Project Management, says, "The training is distinguished by the diversity of trainers, the diversity of their presentation methods, and the linking of theoretical knowledge, SA and CP concepts with practical applications and experiences to enhance understanding. The training encouraged me a lot to research and go deeper into these topics and try to apply them in a practical way, either through specialized work or educating people about them".

Jehan Abu Anza, 22-year-old, holding a Bachelor of Education (Primary), says "the training added to me a lot of information and concepts such as governance, citizenship and participation and its tools, accountability and its tools, and any meeting that the municipality will organize after that, I will be one of the first participants and advocates to participate in it"



c) LESSONS LEARNED

✓ **Positive role of the donor:**

SDC targeted vulnerable communities, instead of what is common within the previous donor policy of targeting cities (areas with high population density), given that projects implemented in high population density areas target a larger number of local residents. The GVCD program is the first in which donors target vulnerable communities, which achieved a qualitative leap in dealing with vulnerable communities by targeting them with projects that directly serve them, with effective community accountability & broad community participation.

✓ **GVCD interventions were based on the beneficiaries needs:**

GVCD program philosophy is built to meet the needs of vulnerable communities and the most vulnerable at a community level by improving service delivery and their participation in decision-making processes. This is the first program in which the targeted municipalities cooperate with civil society institutions, the NGOs and the beneficiaries of the local communities to achieve participation and community accountability in practice.

✓ **Engage the civil society organizations (CSOs) as a partner:**

The GVCD program engaged the Palestinian Center for Democracy and Conflict Resolution (PCDCR) as an implementation partner for Component 2. (C2) adds the qualitative, participatory, and capacity building dimension to the Program, and considered as a backbone of the program in its relation with C1 and C3. The objective of C2 is to empower municipalities, civic groups (women, youth, Neighborhood Committees), CBOs, and citizens to increase their participation in joint local decision making, project planning, prioritization, selection, and monitoring processes. The PCDCR is a non-profit organization that has experienced in promoting democratic principles, enhance human rights in general and for vulnerable groups in particular, foster tolerance, social peace, justice, accountability, and gender equality, as well as consolidating good governance regime in adherence to transparency and integrity.

✓ **Social and Gender Inclusion:**

GVCD considers women and youth to be critical makers of the social fabric and drivers of social cohesion within communities. Their social inclusion has sure, therefore, ensured in all phases of the infrastructure projects' selection and planning, implementation, and monitoring through targeted activities under C 2.

In addition, a strong emphasis has placed on generating and integrating their ideas for potential social community projects targeting specific groups' needs in the small grant projects. Lastly, gender sensitivity has integrated into the collection of specific gender-disaggregated data; specific gender-sensitive qualitative and quantitative indicators in the GVCD Logical Framework.

✓ **Forming Effective Social Committees (DSAC):**

The GVCD program formed 7 social committees (DSAC) for the vulnerable communities in the 7 targeted municipalities. The effective participation of the DSAC in the (planning, implementation, and follow-up) to the program's projects. The daily follow-up of the



program's projects contributed to improving the quality of GVCD outputs such as (road, containers, waiting stops, lighting) projects.

✓ **Adequate coordination mechanisms between the partners:**

Adequate coordination mechanisms between key stakeholders (MDLF, PCDCR, MDLF LTCs, and LGUs) contributed to meet the needs of the beneficiaries in the target area, appropriateness the community participation in all program stages, and a general acceptance of the program outputs & outcomes.

✓ **lessons learned by NGO Partner (PCDCR)**

The necessity of investing when designing projects and various interventions in human capital and human resources that enhance their knowledge, skills and attitudes to lead societal change and become a core of change in their communities. It is noteworthy that the most important concepts that the participants in the project activities and training were not aware of are citizenship community participation, social accountability, transparency, despite the fact that a large percentage of them are university graduates in various disciplines, so the formation of community committees played a major role in the success of the project activities. It was formed based on a certain methodology and as a result of a successive effort of training, wherein the participating teams were invested from the beginning and motivated to continue and continue volunteering, there is still a need to develop the work of these committees and build on the efforts made. Among the observations to be taken into account to develop and sustain the committees' efforts:

- Develop their skills related to communication and presentation skills, social accountability tools, and the philosophy of volunteer work.
- It is recommended When implementing other projects in local actors, through other civil society institutions, municipalities should support the participation of committee members who have been invested and trained instead of forming new committees with new members.
- The necessity of implementing developmental projects and linking them to democracy, by urging the citizen to engage in community participation and community accountability and to convey his voice to the municipality and to participate in local decision-making. Democracy and development are intertwined, based on wide experience of PCDCR in this field, specifically in GVCD project development and providing services to citizens without their participation affects the quality of the services provided and the justice in the distribution of all societal groups, especially the vulnerable ones. Therefore, their participation increases their satisfaction with the services provided, reduces citizens' complaints, and even becomes more responsible and maintains property by participating in decisions regarding their rights.
- On the other hand, strengthening the theoretical concepts of democracy through awareness-raising and capacity-building only, without real development on the ground and tangible changes in service delivery, that reduce citizen participation and his belief in democracy and accountability. The remaining question of citizens is then; how to participate? And how to hold officials accountable if they didn't allow to participate in issues and services that improve their life and also if there is a shortage in developmental projects.



✓ **Lessons learned from local community training**

- Local communities do not encourage the participation of people with disabilities in training programs; therefore, a quota (positive discrimination) in favor of people with disabilities should be allocated in the number of participants in training programs to ensure a fair representation of these groups.
- Models, examples and case studies should be linked with real cases and facts from the targeted areas, which enhances the participation of trainees in training and contributes to enriching the training process. For example:
 - 3 hearing sessions were conducted during the training for the head of Khuza'a municipality, the head of Abasan Al Jadeda municipality and the director of Rafah municipality, as a practical application of SA tools, including the hearing sessions. This provided an opportunity for the trainees to apply the gained skills during the training and to take feedback on their performance and enrich their information.
 - During local community mass training related to complaints, the complaints officer in the Rafah municipality was hosted to present the complaints system in the municipality. The trainees were able to identify weaknesses and gaps in the complaints system in the municipality after they were informed about the life cycle of the complaint and the mechanism for dealing with complaints.
 - The trainees positively interacted with the practical activities related to their communities, such as local resources maps and analysis of the SA environment in the targeted communities and community assessment cards. This contributed to increasing the participants' knowledge of the reality and conditions of their societies better.

D) RECOMMENDATIONS

A. Recommendations on MEAL framework

- GVCD framework is comprehensive, consistent, and well prepared. However, it is recommended to add a column including the risks and critical assumptions that may be encountered under each of the 4 outputs.
- GVCD LFW did not appear the main task of (identification of vulnerable communities) task (0). Therefore, it is recommended to show any major activity within the logical framework.
- GVCD LFW did not determine the indicator of the target value for many (outcomes/tasks/activities). It is recommended to determine KPIs for every (outcomes, tasks, and activities).
- Some activities /targeted indicators were not achieved/ implemented as mentioned in the GVCD LFW, for example (design YouTube channel) - see the effectiveness section. It is recommended to implement these activities in the second phase of the GVCD program.

B. Recommendations on activities and future interventions

- The Steering Committee (SC) should be activated to ensure a smooth implementation of the GVCD program next phases and advice on any troubleshooting matters, risk analysis needs, and general steering recommendations as needed.



- Adequate flexibility in project budget allocations should be insured, especially infrastructure, which contributes to perfect completion and paving.
- Local communities do not encourage the participation of PWD's in training programs; therefore, a quota (positive discrimination) in favor of PWD should be allocated in the number of participants in training programs to ensure a fair representation of these groups.
- Motivating volunteers in social communities (DSAC) at all levels (capacity building, personal motivation such as transportation expenses, and provision of logistics by the relevant municipalities).
- The necessity of MDLF continuing to appoint an LTCS, for any similar program, to serve small municipalities because there are not enough technical teams for design in these municipalities.
- The necessity of communicating with other ministries regarding the implementation of any related initiative/project.
- Institutionalizing civic participation and social accountability, with a clear policies and structure (participation principles, tools, resources, and activities) with a fully trained and integrated unit within the context of decision-making in the municipal council.
- Empower the social committees (DSAC) and the existence of clear policies and structures for CP & SA.
- Improving the CP & SA in all phases of the strategic planning process in municipalities.
- Models, examples and case studies should be linked with real cases and facts from the targeted areas, which enhances the participation of trainees in trainings and contributes to enriching the training process.
- Complete the following activities, which is related output 3 & 4 of GVCD program in the second phase of GVCD program:
 - Design YouTube channel,
 - Produced series (11) infographic,
 - Establishing free Online Educational Platform,
 - Distributing 12,000 copies of a brochure about the project,
 - Social accountability, and community participation,
 - Distributing 3000 copies of stickers about (the project, social accountability, and community participation),
 - Broadcasting 12 radio spots every 40 times about social accountability and community participation), and
- Distributing a guideline manual in how to implement a community initiative.
- The following table 41 show policy papers needs development.



Table 41: Policy papers needs development

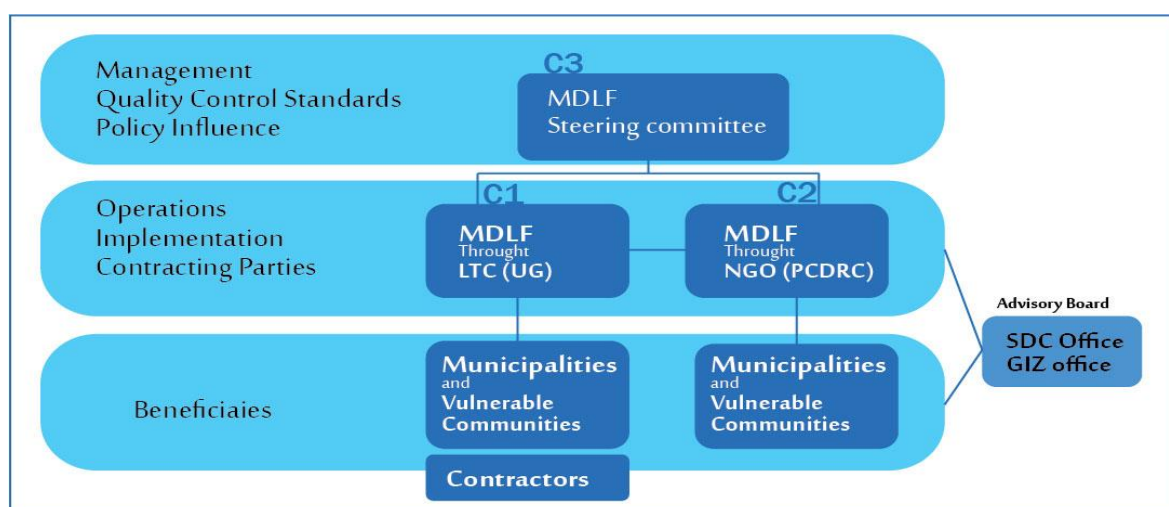
#	Paper Title	Main Axes
1	Policy paper for gender mainstreaming in local municipalities	○ Basic concepts of gender ○ Gender in the Palestinian context ○ Gender and local governance ○ Planning from a gender perspective ○ Gender audit inputs and outputs ○ The reality of gender in local authorities ○ Policy alternatives for gender mainstreaming in local bodies
2	Policy paper for mainstreaming of disability in planning and work	○ Basic concepts of vulnerability ○ Disability from a vulnerability perspective ○ Disability and local governance ○ Develop policy alternatives to integrate the perspective of disability and vulnerable groups into indicators for measuring participation and social accountability
3	Policy Paper on Electronic Participation and Social Accountability	○ Modern concepts about electronic participation ○ Concepts of e-social accountability ○ Concepts of working in emergencies and human and natural crises ○ Develop policy alternatives to improve the level of e-social participation and accountability ○ Develop indicators to measure the level of influence in bringing about change in planning, follow-up and implementation
4	Policy Paper on Civic Learning and Local Governance (CIVIC EDUCATION)	○ Develop civic learning concepts ○ Towards the institutionalization of civic learning tools in local government ○ Developing the concepts of civic learning and local governance ○ Develop policy alternatives to integrate civic learning tools into local governance



5. Strengthening the Resilience of Gaza Vulnerable Communities

5.1 Introduction

Strengthening the resilience of Gaza Vulnerable communities "SRGVC" funded by the German government through GiZ and implemented by MDLF responded to the ever-increasing high demand for essential services among vulnerable communities. The interventions supported the accountable services delivery component of the ongoing program entitled "Gaza Vulnerable Communities Development –GVCD¹⁹" Funded by the Swiss Agency for Development and Cooperation "SDC" over the period (Nov. 2017 – March.2021) and implemented through the Municipal Development & Lending Fund "MDLF". In summary, the overall coordination structure for the intervention is illustrated below. **(GIZ will be involved in C1 of the GVCD)**



This intervention was served as a means to support implementing a 'critical' mass' of infrastructure projects to improve basic municipal services in a more delimited geographic area, where the concentration of vulnerable communities and record of previously denied access to services is the highest. This intervention was complemented with a set of actions under the Swiss supported program GVCD that safeguard the long-term perspective of projects by empowering municipalities in their service provision functions, as well as enabling vulnerable communities to gain access to basic services.

- **Duration:** December 2018 – March 2021
- **Budget (Phase 1):** EUR 1,369,150.59
- **Main Component:** Support accountable services delivery component under the GVCD (Component 1)
- **Instruments for implementation:** up to 14 small-scale projects aiming at improving the essential basic infrastructure employing renewable energy and other relevant interventions, for instance, drainage, sanitation, water supply, green areas, etc.
- **Expected Results:** Improved basic service delivery in 24 vulnerable communities which was identified under the 2nd Component of the GVCD.
- **Key Implementing Partners:** MDLF Gaza, 7 municipalities.
- **Targeted beneficiaries:** Vulnerable communities located within the boundaries of 7 municipalities (was identified by the end of November 2018).

¹⁹ GVCD Components:

Component 1: Improving accountable service delivery for vulnerable communities through small infrastructure projects;

Component 2: Increasing Civic Participation & Social accountability of the vulnerable communities in local decision-making and community development.

Component 3: Enhancing Policy Dialogue on vulnerability Issues in the LG sector, in oPt.



5.2 Description

5.2.1 Overall Objective

Considering the noted contextual dynamics and the continued dire demand for basic services for most of the vulnerable communities in Gaza, this intervention contributes to the achievement of GVCD-component 1 which envisions the following outcome.

OUTCOME 1: Improved accountable local service delivery for up to 24 vulnerable communities in Gaza Strip.

Therefore, the particular objective of this intervention is to improve equal access to basic services for up to 24 vulnerable communities through the implementation of a number of small-scale infrastructure projects giving a preference to the nexus of renewable energy, water and agriculture (renewable energy, water, sewage, solid waste, and public health, drainage, playgrounds, etc.).

However, the use of renewable energy will be considered as a priority intervention area, as much as possible whereas the following projects are a positive list for instance; noting that such projects have to be prioritized in a participatory approach among the vulnerable groups and will be selected through the 2nd component of the GVCD.

Water sector:

New water networks and house connections, maintenance and/or rehabilitation of water networks, maintenance of water wells, maintenance of water tanks, and installation of PV systems for water pump stations (water tanks and/or water wells).

Wastewater:

New wastewater networks and house connections, maintenance and/or rehabilitation of existing wastewater networks, maintenance of wastewater pump stations, construction of small wastewater pump stations to allow serving the vulnerable communities, installation of PV systems (Energy Supply) to operate the pump stations where applicable.

Solid Waste and Public Health:

This includes the supply of waste bins and cleaning tools, public health materials, chemicals, and equipment.

Drainage and safety

Small streets projects including: Pavement surfacing using interlock tiles or asphalt, widening the streets and doing some earthwork to allow better and safe movement of people in agriculture areas, improve drainage where addressing streets floods and safety, protecting the carriageway from soil failure during winter (particularly in rural areas), streets lighting to improve safety using PV systems and energy-efficient solutions (e.g. LED Lanterns), implementing safety measures around schools and health clinics to protect the community, passengers protection shelters as kids and women in marginalized areas need to walk for a long distance to reach school, health clinic, and markets.

Municipal social infrastructure:

Construction/maintenance and rehabilitation of playgrounds, small parks/gardens, and cultural centers for women, kids and the youth this includes installation of PV systems for energy supply.



5.2.2 Geographic and Vulnerability Targeting

Communities in peripheral areas of large municipalities, for example, are commonly neglected in Strategic Development & Investment Plans (SDIPs) and annual implementation plans due to their relatively low density of population, the latter's insufficient voice and limited influence in plans' preparation and prioritization. Smaller rural municipalities, on the other hand, are not able to raise sufficient resources to deliver basic services for their SDIPs. Municipalities situated east of Salah Eddin Road in particular, generally have low population density and few economic/employment opportunities, hence low municipal revenues and low technical capacity for implementing infrastructure projects.

Recognizing the realities, the intervention, therefore, targets empowering smaller municipalities with vulnerable and marginal populations south of the Gaza city and Middle Areas – e.g., municipalities of Khan Younis and Rafah, as well as areas in the East of Salah Eddin Road across the strip as shown in figure 1.

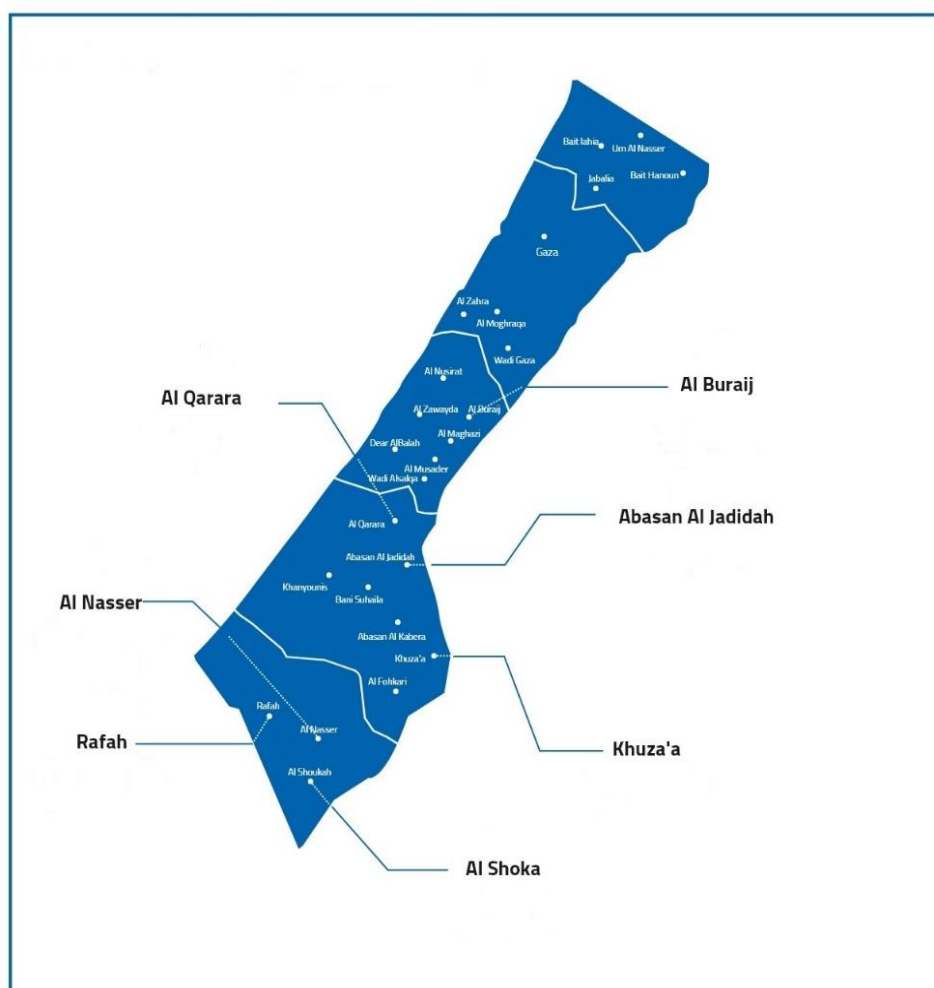


Figure (5) - SRGVC targeted municipalities



5.2.3 Selection Criteria for Vulnerable Communities and Projects

Geographical targeting was complemented by additional vulnerability criteria including considerations as follows:

- IV. Areas and populations with insufficient/ underserved service provision including:**
 - Ineffective solid waste services (shortage of waste bins, solid waste collection vehicles)
 - Limited or no access to the water network
 - Lack of energy supply for electricity service.
 - Limited or no access to sewage network if applicable
 - A low percentage of paved roads in the neighborhood
 - Areas subject to natural and or human-caused disasters.
 - Lack of or insufficient public spaces as gardens, playgrounds or multipurpose facilities²⁰
 - Prioritized addressing women's (especially widows and female-headed households), youth and elderly populations' needs.
- V. Areas with repeated and documented complaints/requests from citizens/ neighborhoods.**
- VI. Population living outside Municipalities' built-in areas, or at the periphery of UNRWA refugee camps that may have fewer capacities to exert traction on municipalities.**

The vulnerable communities were scored under the above-mentioned criteria and the intervention will target the highly score communities accordingly.

5.3 Financing Partner's Contribution & Agreement duration

The GIZ has contributed EUR 1,369,150.59 million to support the accountable services delivery component of the ongoing program entitled "Gaza Vulnerable Communities Development –GVCD²¹". The agreement was signed on 1/12/2018 until 31/07/2020 and it was amendment until 31/03/2021 with budget reallocation and additional financing.

Justification for the extension:

- Some (11) projects were delayed beyond the due completion date of the agreement, i.e., 31 July 2020. This is due to the COVID-19 pandemic which can be attributed as follows:
 - There was severe restriction of movements and the work was followed up from home with limited no field visits. Accordingly, the implementation has been tremendously affected.
 - There were difficulties to meet the deadlines for delivery the main items of the ongoing projects, particularly, batteries of the PV systems of lots 1&3 and the submersible water pumps and solar pumps inverter system.
- Among other reasons, COVID-19 outbreak has particularly affected the progress of planning, design, tendering and approving of Rafah Green Building. Delayed back and forth correspondences took place among LTC, MDLF, and the GIZ regarding the submitted design. As the project was tendered at the beginning of June 2020, it is expected to start the implementation at the beginning of September until the February - 2021.

²⁰ Prevalence of 1 to 3 directly increases environmental and health risks for the targeted communities, but also the Gaza Strip population as a whole. The initial weighting of selection criteria (20% poverty – 80% insufficient service provision) will be run in the preparation of the CP.

²¹ GVCD Components:

Component 1: Improving accountable service delivery for vulnerable communities through small infrastructure projects;

Component 2: Increasing Civic Participation & Social accountability of the vulnerable communities in local decision-making and community development.

Component 3: Enhancing Policy Dialogue on vulnerability Issues in the LG sector, in oPt.



- There was substantial delay in approving the design documents for Khuza'a multi-purpose hall led to delay in the procurement of the project. The project was tendered early March 2020 and due to COVID-19, the awarding process took more time than anticipated. The project is undergoing and expected to be completed until January 2021.
- The evaluation of the SRGVC was also delayed due to COVID-19 outbreak. It was planned to take place during the 1st quarter of 2021 after the completion of all projects to assess the outcomes through a comprehensive assignment from different perspectives including: satisfaction assessment survey, relevance, effectiveness, efficiency, impact and sustainability.

Justification for budget reallocation and additional financing

- Rafah Green Building was designed more than once due to the GIZ requirements for green buildings that led to modification of the design in line with international standards of sustainability. **Additionally, the project was tendered during the COVID-19 pandemic** where the currency exchange fluctuation had implication on the final estimated cost. Accordingly, the final estimated cost is higher than original allocated budget. Accordingly, the modified estimated cost of the project is higher than the original allocated budget by 98,500.00 EUR.
- The GIZ had requirements and conditions that must be met in Khuza'a multipurpose hall that led to creation of new items and made substantial adjustments to the designs. **Additionally, the project was tendered during the COVID-19 pandemic** where delays and the currency exchange fluctuation had implication on the final project cost estimate. Accordingly, the modified estimated cost of the project is higher than the original allocated budget by 43,000 EUR.
- There were some complementary requirements for the rehabilitation of water well rooms in the municipalities of Al-Qarara, Al-Shoka and Abasan Al-Jadida, in order to achieve the integration of the project. The total cost of the complementary works is estimated 15,000 Euros.
- A budget reallocation was proposed from the LTC (25,000 Euro) budget line, where the assignment was financed by the SDC and the GIZ with a big share of the SDC. Accordingly, the actual budget was less than the allocated and the saving was reallocated to other items.
- Regarding the Energy consultant, it was already considered in the LTC - TOR, thus the budget was reallocated to other items.

5.4 Institutional and Implementation Arrangements:

✓ **Steering Committee (SC):**

To ensure the program's smooth implementation, an intervention/ program SC will be set up in the first year of the program. The composition of the SC will include representatives of key implementing partners (MoLG, MDLF, CSOs/ PNGO), SDC as well as UNRWA and GIZ. Representatives from other local/international agencies might be invited to attend steering committee meetings as needed. The SC will meet twice a year to review the intervention's progress, to advice on any troubleshooting matters, risk analysis needs and general steering recommendations as needed.

✓ **Municipal Development and Lending Fund "MDLF"**



The MDLF is the delegated implementation agency of the intervention including the three components. It is a semi-governmental entity with its independent Board²², transparent financial management and reputable procurement procedures that comply with national legislation and World Bank standards. MDLF has proven to become an efficient mechanism for channeling numerous donors' contributions to the LG sector in the West Bank and Gaza.

✓ **Non-Governmental Organization "NGO"**

In the context of improving a social accountable approach in the basic service delivery, MDLF will be responsible of supervising municipalities and their local communities in the selection of projects with the support of a local non-governmental organization, namely, (Palestinian Center for Democracy and Conflict Resolution PCDCR) who was contracted and completely financed by the SDC under component 2. The NGO overall objective is to:

- *Identify* the vulnerable communities to be targeted under component 1.
- To empower civic groups (women, youth, Neighborhood Committees), CBOs and citizens to *constructively* engage and pro-actively provide inputs in the joint decision-making - planning, prioritization, selection - of infrastructure projects selected for implementation under C1.
- Enhance citizens' and civic groups' **awareness and capacity to assist in the maintenance and monitoring of infrastructure projects selected for implementation under C1**. It is assumed that more informed and engaged citizens will be more apt to hold municipal authorities accountable for their service delivery functions;
- Enhance citizens' and civic groups' participation through concrete, innovative and gender-sensitive smaller-scale community social accountability projects funded by small grants;
- Strengthen local civic groups and community-based organizations' capacity to effectively and sustainably utilize civic participation and social accountability tools such as public hearings, civic consultations, focus group discussions, citizen scorecards and satisfaction surveys, as indicated in the MoLG Social Accountability Toolkit.
- Engagement of particularly vulnerable (women, widows, youth, elderly) and marginalized groups, ensuring that they are heard and their inputs are incorporated in local decision-making processes.

✓ **Local technical Consultant "LTC"**

A local consulting firm (namely the Universal Group for engineering and consulting) was contracted to be financed from SCD contribution to supervise the component 1. The LTC overall objective is to:

- Sub-project Selection: the LTC shall assist MDLF and work closely with municipalities & their vulnerable communities and the MDLF contracted local NGOs in the selection of sub-projects to benefit from the available fund. The selection will be according to the preliminary selection criteria listed in an annex (B) (LTC shall review the criteria and propose any needed

²² The Board consists of the PA, municipalities, civil society with the MoLG Minister as the Board chairman. The MDLF has a main office in Ramallah and a sub-office in Gaza City.



improvements) following a participatory approach in the selection and prioritization of sub-projects.

- Project planning and design: prepare and verify designs (survey maps, existing plans, design drawings, licenses, bill of quantities, specifications and bidding documents...etc.); and preparation of bidding documents as per the MDLF manuals including the Environmental and Social Management Framework; review and comment on individual procurement plans, infrastructure and services maintenance.
- Project implementation and supervision: conduct site supervision for all projects and visit all participating Municipalities during project implementation, including daily or as-needed site supervision and periodic (daily if needed) visits all participating Municipalities during project implementation, and daily follow-up to ensure that the Municipalities coordinate with all relevant parties, including relevant ministries, directorates, and contractors, and give approvals for all milestones and subproject activities. This also includes building the capacity of targeted Municipalities to implement projects and assist them in the supervision, including reporting on implementation progress, monitoring of indicators, and compliance with the standards delineated by MDLF.
- Ensuring compliance with technical and fiduciary aspects: build the capacity of and guide targeted Municipalities on technical and fiduciary aspects of project preparation and implementation to ensure compliance with MDLF's procurement, financial, social, and environment safeguards procedures (including the provision of mitigation measures).

✓ **Municipalities:**

Municipalities will be the owner of projects and municipalities and their communities will be the end beneficiaries of the intervention. Municipalities are a key stakeholder on the different stages of the intervention, in component 2, they were part of the planning processes with their communities through the management of the civil society organization to identify the vulnerable communities and their needs. Under component 1 municipalities will be the contracting authority of infrastructure projects and will conduct the direct management of the contracts for the implementation of the assistance of the project by the local technology consultant. Communities will be empowered through component 2 by the NGO on monitoring of the projects as well.

5.5 Implementation Status

The data and information needed for preparing the report were based on the monthly progress activities. The reports also included the social and environmental assessments performed during the sub-projects implementation and the progress was as follows:

5.5.1 Implemented Activities during Assessing and Identifying the Vulnerable Communities Needs and Priorities:

- The partner NGO - PCDCR developed a methodology and a plan to assess the vulnerable communities' projects and needs in the targeted communities. The main activities related to this task included:



- Participatory community workshops were conducted at each targeted municipality. The workshops were attended by the vulnerable communities' participants, for example, Al Buriej the participants were from the 5 targeted communities (Al Tal Al Khdar - Saida – Masoud Abu Median and Maqboula), and they discussed the needs of their communities and raised the priorities in a participatory manner.
- A total of 260 participants from the 24 vulnerable communities joined the meetings in the 7 municipalities, the participants were trained on the assessment tools and pairwise ranking tool.
- As a result of the assessment, 173 priorities and needs were identified to cover infrastructure such as; roads paving, sewerage, solid waste disposal, domestic water, and public services. For instance: tiling of squares and roads, drinking water, playgrounds, street lighting, community institutions, landscaping, parks, and gardens, as well as education and health services.
- To ensure feedback and consultation with the communities, the partner NGO conducted two meetings at each municipality with the community participants to discuss the findings and share the identified projects and priorities.
- A final list of projects and priorities provided to MDLF to be reviewed based on the criteria of GIZ.
- MDLF run different consultation meetings with GIZ and LTC to discuss the criteria and the technical issues to approve the final accepted projects.
- The final list of GIZ interventions was agreed upon, namely (lot 1, lot 2, lot 3 and lot 4) totaling 15 Projects including, construction of solar energy for water wells, roads lighting by solar energy, desalination plants. Whereas the projects categorized as public facilities were under review and was still subject to MDLF appraisal.
- The communities' members were engaged in the focus groups discussion of environment and social safeguards to enhance community participation and promote accountable services delivery and preserve communities' properties and safety as shown in figure2.
- The preliminary design of lot 1, lot 2 and lot 3 was shared with GIZ for their approval. Back and forth correspondences took place concerning the comments on the 1st two lots, namely the street lighting, water well and the desalination plants.

5.5.2 Implemented Activities during the design stage of the approved subprojects:

- Field visits to the sites were conducted, MDLF and the LTC met with the municipalities staff and collected data on all selected projects.
- The selected sub-projects were subject to technical applicability and environment screening, additionally, the costing per each project was well identified.
- Back and forth discussion on the prioritized projects took place in the light of GIZ criteria and regulations.
- Finally, 14 projects were approved as classified in the four categories as shown in table 42:



Table 42: final list of GIZ interventions

(Lot # 1) Development of roads intersection using Solar Streets Lighting and Landscaping	(Lot # 2) Provide Solar Energy for Water Wells in four municipalities	(Lot # 3) Construction of desalinating plant with PV System	(Lot # 4) Construction of public facilities
Al Burj			
Al Qarara	Al Qarara	Al Qarara	
Abasan Jadeeda	Abasan Jadeeda		
Al Naser			
Al Shoka	Al Shoka	Al Shoka	
Rafah			Establishment a youth center and playgrounds for volley- basketball in Kherbt Al Adass
		Khuza	Establishment of a multipurpose Hall and development of the existing Cultural Center

- A prototype of the design and bidding documents for the 1st three lots was shared with the GIZ and approved.
- Regarding the design of the 4th lot, namely the construction of public facilities in Rafah and Khuza'a they were subject to substantial delay due to a major challenge in both municipalities regarding the land ownership and safeguard measure as detailed below:

✚ Regarding the project in Khuza'a:

Establishment of a playground and garden; the municipality failed to provide a proper space for the project, as the proposed land parcel is close to the green line (the border between Gaza Strip and Israel). This issue has been subject to back-forth correspondences with the municipality and with the ministry of civil affairs concluding that the project is not recommended to be constructed in the proposed parcel of land.



- ✚ Regarding the project in Rafah: Establishment of a youth center for Khirbet al-Adas and a playground for five-team players; Rafah Municipality didn't show evidence of ownership/public use certificate of the proposed land. The municipality succeeded (in the end to secure a piece of land donated by a resident to construct the project). Given the fact that the Area of the donated piece of land is 1000 m², the municipality proposed to modify the scope of the project to fit with the available area of the land parcel.

- In the end, the projects for lot #4 were approved to be energy efficient, less energy for lighting and less air conditioning was assured. Most importantly, the sub-projects included a PV system to operate the facility.
- GIZ team conducted field visits to the newly replaced sub-projects in Rafah and Khoza prior their approval.



5.5.3 Implemented Activities at the construction period of the project:

The performed work of the sub projects is illustrated below in table 43:

Table 43: implementation status of projects

Municipality	Project Number	Project Name	Status
Al Buraij	SRGVC5.1.1	Development of roads intersections using Solar Street lighting and landscaping	- The project started on 25th of January 2020. - The project was handed over on 29th of December 2020.
Al Qarara	SRGVC5.1.2	Development of roads intersections using Solar Street lighting and landscaping	- The project started on 24th November 2019. - The project was handed over on 13th of October 2020.
Abasan Al Jadedah	SRGVC5.1.3	Development of roads intersections using Solar Street lighting and landscaping	- The project started on 24th November 2019. - The project was handed over on 28th of December 2020.
Rafah	SRGVC5.1.4	Development of roads intersections using Solar Street lighting and landscaping	- The project started on 24th of November 2019. - The project was handed over on 18th of October 2020.
Al Naser	SRGVC5.1.5	Development of roads intersections using Solar Street lighting and landscaping.	- The project started on 23rd of November 2019. - The project was handed over on 27th of December 2020.
Al Shoka	SRGVC5.1.6	Development of roads intersections using Solar Street lighting and landscaping	- The project started on 17th of November 2019. - The project was handed over on 14th of October 2020.
Al Qarara	SRGVC5.2.1	Providing Solar Energy for Water Wells - Aljeia Well	- The project started on 23rd of February 2020. - The supply of stainless-steel pipes required a security approval to enter Gaza Strip from the Israeli side. - The MDLF in coordination with PWA sent a clarification for using these pipes instead of UPVC pipes. - The PWA coordinate with the Israeli side to enter the stainless-steel pipes to Gaza strip and succeed on 22nd of February 2021. - The project was handed over on 15th of March 2021.
Abasan Al Jadedah	SRGVC5.2.2	Providing Solar Energy for Water Wells - Eastern Well	- The project started on 5th of November 2019. - The contractor was finished all installation works and the final handing was on 25th of November 2021.



Municipality	Project Number	Project Name	Status
Al Shoka	SRGVC5.2.4	Providing Solar Energy for Water Wells - Malyzian Well	- The project started on 17th of February 2020. - The stainless-steel pipes required a security approval to enter Gaza Strip from the Israeli side. - The MDLF in coordination with PWA sent a clarification for using these pipes instead of UPVC pipes. - The PWA coordinate with the Israeli side to enter the stainless-steel pipes to Gaza strip and succeed on 22nd of February 2021. - The project was handed over on 14th of March 2021.
Al Qarara	SRGVC5.3.1	48m3/Day Containerized Municipal Brackish Water RO Desalination Plants	- The project started on 7th of December 2019. - The project was handed over on 15th of April 2020.
Al Shoka	SRGVC5.3.2	8m3/Day Containerized Municipal Brackish Water RO Desalination Plants	- The project started on 2nd December 2019. - The project was handed over the project on 15th of April 2020.
Khuzaa	SRGVC5.3.3	Establishment of one desalination plant with PV System in Abu Ali and Abu Rock (48m3/Day Containerized Municipal Brackish Water RO Desalination Plants)	- The project started on 4th December 2019. - The project was handed over on 18th April 2020.
Rafah	SRGVC5.4.1	Establishment of a youth center, playground for volley-basketball. for Khirbet al-Adas.	- The project was started on 28th of September 2020. - The project was handed over on 11th of March 2021.
Khuzaa	SRGVC5.4.2	Establishment of a multipurpose Hall and development of the existing cultural center in Abu Ali and Abu Rock	- The project was started on 20th of June 2020. - The project was handed over on 11th of March 2021.

Figure 4 and 5 show the location of each project and the Google map of the projects is as the following:

- 1) [Road's intersections \(lot #1\) coordinates .](#)
- 2) [Lot #2, Lot #3 and Lot #4 project coordinates](#)

Intersections Coordinates

- Abasan Al Jadedah
- Rafah
- Al Buraij
- Al Naser
- Al Shoka
- Al Qarara



Figure (6) – Road's intersections (lot #1) coordinates

Project Coordinates

- Al Qarara
- Al Shoka
- Khuzaa
- Abasan Al Jadedah
- Rafah

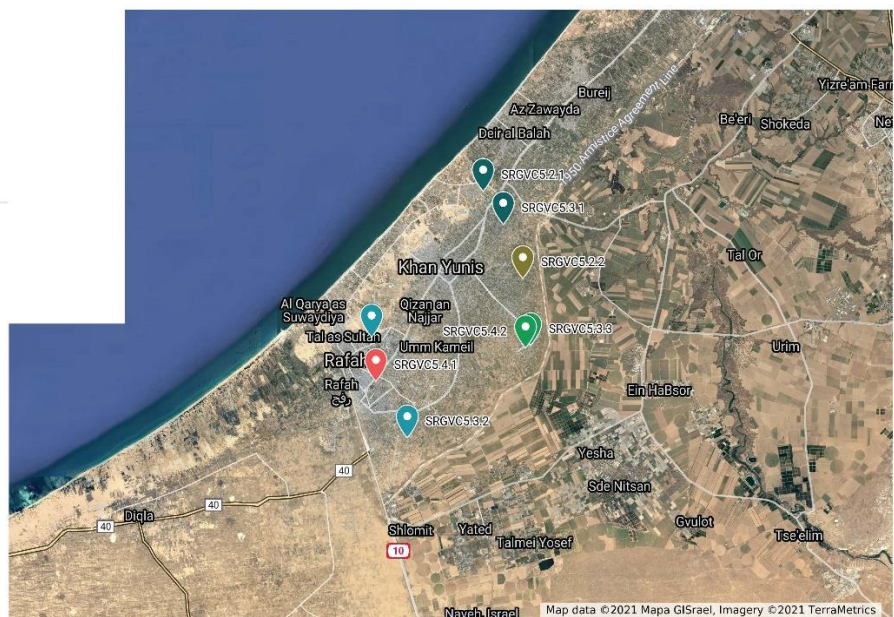


Figure (7) – Lot #2, Lot #3 and Lot #4 project coordinates



The MDLF hired a consultant firm to conduct overall evaluation of SRGVC projects including a Beneficiary Impact assessment. Following are the main Conclusions and Recommendations:

Conclusion:

- SRGVC interventions focused on introducing solar energy on the development projects. Three main interventions were established at the seven municipalities of Al Buraij, Al Qarara, Abasan Al Jadida, Al Shoka, Al Naser, Khuzaa and Rafah.
- Using solar energy for improving domestic water supply and safe drinking water are among the interventions where developing water wells and providing desalination plants for vulnerable communities. Four municipalities benefited from water related interventions which are Al Qarara, Abasan Al Jadedda, Al Shoka and Khuzaa. Water interventions are among the communities' priorities and relevant to their current needs. Evaluation team found that these interventions are having high beneficiaries' satisfaction of nature and the quality of the delivered outputs. Also, beneficiaries' and contractors expressed their satisfaction regarding the efficiency of these interventions throughout the implementation. The percentage of high to moderate satisfied among the residents are 82%, 100%, and 75% at Al Qarara, Abasan Al Jadedda and Al Shoka respectively. Local communities expressed their appreciation and satisfaction on their participation during planning and implementation of water related interventions. Social accountability committees were consulted in the selection of the targets, locations, and technical specifications. Most of interviewed persons confirmed that there were effective feedback mechanisms that enabled success implementation of the sub-projects.
- SRGVC interventions included development of more than 100 road intersections through using solar energy for street lighting and landscaping at vulnerable communities at six municipalities. The evaluation team found that these interventions are totally relevant to the needs of vulnerable communities and classified as top priorities. Streetlights had great impact of local residents through increasing safety during night and minimizing car accidents and encouraged local small-scale business to open during night hours. Evaluation team found that these interventions increased the confident of people ability to be part of the development process and increase public participation. Contractors and beneficiaries expressed their satisfaction of the efficiency of street lights and the process of implementing these interventions. Municipal engineers confirmed that there was strictly implementation of these environmental and social management plan in terms of protecting environment and social mitigation measures during construction.
- Establishing public buildings is the fourth group of interventions that respond to the needs of vulnerable communities to have public space for social gathering and public events. Two main building were established in Khuzaa and Rafah. Residents of Khuzaa choose to establish multi-purpose hall close to the existing cultural center. This hall will have multi-purposes and would increase public participation. Local communities anticipated that this hall would have great Impact on the future relation with the municipality staff. Therefore, the evaluation team found the majority of Khuzaa residents (around 70% of the residents) expressed their high satisfaction of establishing multi-purpose hall on Khuzaa. Rafah green building is still under construction and has some delay on constriction activities, however, the construction works are implemented according to the design and specifications. It is expected that this building will contribute to increase youth participation in the vulnerable community of Khirbit El Adas. The building had



constructed based on environmental criteria such as energy efficiency, storm water harvesting, and gray water reuse.

- Because the GIZ interventions were based on a participatory approach integrating municipalities, women, and community members, into the activities, the project was less abrasive in many ways to the conservative and patriarchal socio-cultural norms in Gaza. This is because the culture of change is more palatable and easier to accept when key community members are knowledgeable and supportive of the project's goals and objectives. Overall, the project was well-received and perceived by the beneficiaries and stakeholders as successful. The project encouraged the development of a culture of gender equality and women participation. The participatory methods used to raise awareness significantly contributed to the project's many successes. All of the expected results were achieved to varying degrees.
- Finally, the logical framework of the project was designed very well with strong indicators that allowed the evaluator to track the implemented activities effortlessly. The evaluator did not find any significant unconventionality between the logical framework and the implemented activities, hence MDLF team was productively followed the framework that allowed them to make fruitful interventions.
- Overall, the evaluation results revealed high impacts and satisfaction of the beneficiaries on the implemented projects. The majority of interviewed person appreciated the GIZ interventions and expected more impact in the coming years.

Recommendations

Evaluation team recommended GIZ and MDLF to continue at similar humanitarian and development approaches to include the entire communities of Gaza Strip through inclusive assessment, planning and financing processes. Besides, to reach more vulnerable communities introducing renewable energy wherever applicable. Therefore, the evaluation team offers the following recommendations for anticipated similar interventions:

- In Gaza Strip, where the majority of development projects have been suspended or delayed due to the complex political situation, it is recommended that MDLF to work on additional recovery and development interventions at the valuable communities in Gaza.
- Effective solar energy interventions, as well as longer-term, durable energy solutions for water and road development, are critical for improving the lives of Gaza population affected by a range of crises and complex humanitarian situations.
- In rural and semi-urban areas in Gaza Strip where people not only require water for drinking, cooking, washing and sanitation, but also for generating income, the humanitarian water response can have multiple uses. For example, to support the multiple-use-services approach to meet both households' domestic and livelihood (agriculture and livestock) needs, while ensuring the most efficient use of water resources.
- More effort should be placed on increasing the participation and empowerment of girls and young women. In Gaza, this is critical. Activities involving gender equality should be further developed, strengthened and increased.
- It is recommended to continue with "safe drinking water interventions" for other vulnerable areas of Gaza Strip such as Beit Lahia, Jabalia, Beit Hanoun, Deir El Balah, Al Musader, and Al Mughraka. This would help the vulnerable communities in protecting public health. Similarly, it is recommended to continue with "upgrading and maintenance of water wells and storm



water harvesting” for other areas of Gaza Strip. This would protect public health of the local communities and protect the environment from pollution.

- Using social media to enhance knowledge, attitude and practices towards health and environmental issues at community level especially after Coronavirus prevalence.
- It is recommended that the methodology of the project be amended in order to enhance the role and increase the participation of local community-based organizations (CBOs) in project activities.
- It is recommended to increase emphasis on external trends such as climate change and addressing environmental risks; alternative or renewable energy options; and sustainability in humanitarian WASH programs.
- Finally, any future projects should be built upon the success achieved during SRGVC. Mainly the success achieved in road and water interventions. Lessons learned should be highlighted and guide the future interventions.

5.6 Intervention Indicators

The total budget of the implemented interventions was 1,165,128.33 Euro. The total installed solar energy was 286.37 kWp. The number of direct beneficiaries is around 116,500 inhabitants whereas the indirect beneficiaries is estimated around 200,000.

The following sections show the detailed information about intervention indicators

I. Lot # 1:

Under SRGVC 100 road intersections using solar street lighting and landscaping had been completed at Al Buraij, Al Qarara, Abasan Al Jadeda, Rafah, Al Naser and Al Shoka. These projects had a total budget of 320,013 Euro. The direct beneficiaries of these projects are 109,250 inhabitants, table 44 shows the indicators of these intersections among the six municipalities.

Table 44: Indicators of lot #1 among the six municipalities

Municipality	Project No.	# of Intersection	Installed solar energy (kWp)	Beneficiaries	Contract Amount (Euro)
Al Buraij	SRGVC5.1.1	15	6.48	25,000.00	49,480.00
Al Qarara	SRGVC5.1.2	14	6.08	26,000.00	48,695.00
Abasan Al Jadedah	SRGVC5.1.3	23	9.72	9,250.00	66,754.00
Rafah	SRGVC5.1.4	18	10.53	22,000.00	66,920.00
Al Naser	SRGVC5.1.5	15	5.27	10,000.00	42,914.00
Al Shoka	SRGVC5.1.6	15	6.48	17,000.00	45,250.00
Total		100	44.56	109,250	320,013

II. Lot # 2:

Providing solar energy to water wells at three municipalities (Al Shoka, Abasan Al Jadida and Al Qarara) increased the outcome of these wells. Pumping hours had increased by additional 50% of the pumped water because of having addition energy source for at least 8 hours per day. These projects had a total budget of **274,856.13** Euro. The direct beneficiaries of these projects are 52,250 inhabitants, table 45 shows the indicators of these intersections among the six municipalities.



Table: 45: Indicators of these intersections among the three municipalities

Municipal ity	Project No.	Start Date	End Date	Discharg e (m³/h)	Installed solar energy (kWp)	Beneficiaries	Contract Amount (Euro)
Al Qarara	SRGVC5.1.2	24-Nov-2019	13-Oct-2020	68	86.32	26,000.00	116,241.70
Abasan Al- Jadedah	SRGVC5.1.3	23-Nov-2019	28-Dec-2020	50	46.48	9,250.00	64,146.50
Al Shoka	SRGVC5.1.6	17-Nov-2019	14-Oct-2020	58	66.40	17,000.00	94,467.93
Total					199.2	52,250	274,856.13

III. Lot # 3:

Under SRGVC three municipal brackish water RO desalination plants with PV System were established in Khuzaa, AlShoka and Al Qarara. The three plants had direct impact to local communities mainly the communities near these plants. People can get purified water free of charge on daily basis. These projects had a total budget of **119,106.2** Euro. The direct beneficiaries of these projects are 22,000 inhabitants, table 46 shows the indicators of these intersections among the six municipalities.

Table: 46: Indicators of lot 3 among the three municipalities

Municipality	Project No.	Start Date	End Date	Capacity (m³/h)	Coordinates		Installed solar energy (kWp)	Beneficiaries	Contract Amount (Euro)
					Latitude	Longitude			
Al Qarara	SRGVC5.3.1	7-Dec-2019	15-Apr-2020	48	31.368322	34.344007	5.67	7,000	36,023.6
Al Shoka	SRGVC5.3.2	2-Dec-2019	1-Apr-2020	48	31.255172	34.282528	7.29	6,000	43,919
Khuzaa	SRGVC5.3.3	4-Dec-2019	18-Apr-2020	48	31.304056	34.361501	5.67	9,000	39,163.6
Total							18.63	22,000	119,106.2

IV. Lot # 4:

Establishing public building will Provide a place to carry out social and cultural activities for targeted areas residents, also it will Raise awareness among the residents of the community through the implementation of cultural, social and sports activities in the building.

These projects had a total budget of **451,153** Euro. The total area of public facility constructed is 1,677 m². The direct beneficiaries of these projects are 15,000 inhabitants, table 47 shows the indicators of these intersections among two municipalities.



Table: 47: Indicators of lot 4 among the two municipalities

Municipality	Project No.	Start Date	End Date	Public facility area (m2)	Coordinates		Installed solar energy (kWp)	Beneficiaries	Contract Amount (Euro)
					Latitude	Longitude			
Rafah	SRGVC5.4.1	28-Sep-2020	11-Mar-2021	1,000	31.285039	34.262342	10.93	6,000	218,500.0
Khuzaa	SRGVC5.4.2	20-Jun-2020	11-Mar-2021	677	31.302794	34.358281	13.05	9,000	232,653.0
Total							23.98	15,000	451,153

5.7 Challenges and Obstacles

- The main concern was the limited time to assess the needs for 24 communities in participatory manner.
- The huge demand of needs and lack of basic services for vulnerable communities and the difficulty to prioritize them.
- The difficulty to supply the batteries of the PV system may delay the project implementation of lots 1&3 resulting in minor deviation from the planned completion date.
- The difficulty to supply solar submersible water pump and solar pump inverter system may delay the project implementation of lot 2 resulting in minor deviation from the planned completion date.
- The construction of public facilities in Rafah and Khuza'a they were subject to substantial delay due to a major challenge in both municipalities regarding the land ownership and safeguard measure.
- The difficulty of installation the steel pipes for water wells which required special permits from Israeli side to enter Gaza.
- There was a challenge due to Covid-19 outbreak which has negatively affected the implementation progress (in general).
- Citizen's impatience to attend so many meetings to discuss needs and waiting for a long time to have the project implemented on the ground.

5.8 Lessons learned

- The importance to develop more effective measures and tools to work with vulnerable communities
- It is recommended to develop and build modeling to serve vulnerable communities
- The powerful role of citizens to identify needs and priorities that fulfill their needs.
- The necessity to maintain the flow of communication and contacts among all parties.
- It would be helpful to provide the community with feedback, and to update them on project implementation and progress.



6. Gaza Solid Waste Management Project (GSWMP)

6.1 Introduction

The Gaza Solid Waste Management Project is a comprehensive and strategic infrastructure and capacity building project, managed by MDLF covering three of five governorates in Gaza Strip, namely: the Governorates of Middle Gaza, Khan Younis, and Rafah. The target area comprises approximately 64% of Gaza Strip's total geographic area which is inhabited by 46% of the total Gaza Strip's population; that is approximately 1,099,424 people according to PCBS 2020 projections. The target area is served by the Joint Service Council for Solid Waste Management in the Governorates of Khan Younis, Rafah, and Middle Area (JSC-KRM), which offers secondary solid waste collection and disposal services, in addition to medical waste treatment.

GSWMP aims to improve solid waste management services in the Gaza Strip through the provision of efficient and environmentally and socially sound waste disposal schemes and initiating measures to improve overall solid waste management systems.

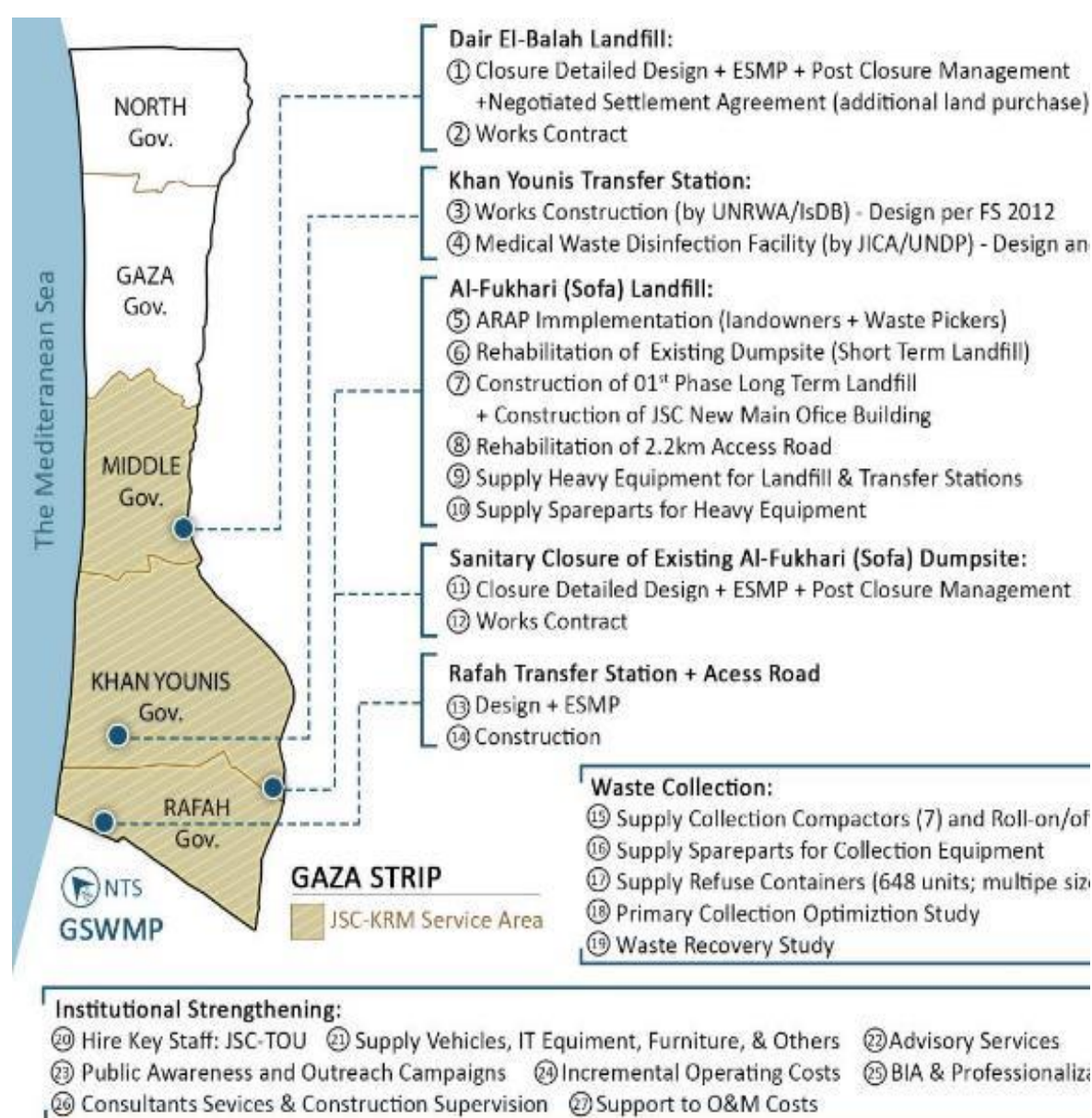


Figure (8): GSWMP Interventions: A Visual Summary



Through GSWMP, a sanitary landfill was constructed in the southern region of Gaza Strip with the capacity to serve the three governorates until the year 2027 under its first phase. Through GSWMP, the new sanitary landfill was equipped to operate at high standards and is complemented by a system of solid waste transfer stations (2 transfer stations) in addition to providing support and measures to improve service-provision at the different stages of solid waste management, including the supply of new solid waste collection trucks to the newly expanded JSC-KRM and its member municipalities, in addition to institutional strengthening measures and training that resulted in establishing the first Standard Operating Procedures (SOP) for waste management across the different JSC-KRM services. Furthermore, studies in recycling and resource recovery were implemented in line with the National Strategy for Solid Waste Management in Palestine, in addition to encouraging the participation of the private sector and the enhancing the involvement and participation of the population through broad public outreach and public awareness activities.

6.2 Project Components

6.2.1 Parent Project Components

GSWMP is financed by the World Bank Group, the French Development Agency (AFD), and the European Union (EU). The project focuses on the middle and southern regions of Gaza Strip with MDLF as the implementing agency and in coordination with other financing partners such as Islamic development Agencies who are focusing on Gaza and the Northern Governorate. Following are the four components of the project (amounts as provided in Project Appraisal Document that includes the overall contributions):

- Component 1: Solid Waste Transfer and Disposal Facilities (USD 20.15M)
- Component 2: Institutional Strengthening (USD 1.65M)
- Component 3: Primary Collection and Resource Recovery (USD 5.10M)
- Component 4: Project Management (USD 3.95M)

6.2.2 Additional Financing Project

The Additional Finance complements the parent project and strengthen the sustainability and service improvements, it came in the form of a grant in the amount of US\$2.00 million from the Global Partnership for Results-Based Approaches (GPRBA) and US\$ 1.25 million from the Partnership for Infrastructure Development Multi-Donor Trust Fund (PID-MDTF) to the Palestinian Authority (PA); for the Gaza Solid Waste Management Project (GSWMP) for a total of US\$ 3.25 from the World Bank Group, and it is executed by Municipal Development & Lending Fund (MDLF).

In exchange for improved service management and quality, part of the AF²³ finances, operational costs associated with the new infrastructure and services; the new landfill, upgraded transfer stations, bins upkeep and medical waste treatment. In doing so, the AF “(i) allows the service provider- the Joint Services Council for Khan Younis, Rafah and Middle area (JSC-KRM)—deliver quality solid waste services; (ii) strengthens the operational and financial capacity of JSC-KRM and member municipalities; (iii) ensures the project’s operational and financial sustainability hence amplifying the project’s long-term impact; and (iv) helps developing operational standards for their landfill that could be applied across Palestine to further strengthen the solid waste management sector in West Bank and Gaza.”²⁴. The AF is linked to a group of indicators which will be measured by independent verification agency (IVA), and will last until mid – 2022.

²³ Under the Global Practice on Results Based Approaches (GPRBA), total amount of USD 1.73 million is allocated for the results-based payments.

²⁴ AF Project Paper

6.3 Implementation Status

6.3.1 Component 1: Solid Waste Transfer and Disposal Facilities

Overview: the majority of activities under the parent project were implemented with remaining few milestones that are in implementation stage supported by the additional finance. This section provides general overview with focus on remaining activities.

Al-Fukhari (Sofa) Sanitary landfill is currently under operation starting from July 15th, 2019 and under the responsibility of JSC-KRM. The landfill was designed with a minimum intake capacity of 2.1 million cubic meter of municipal solid waste with an expected daily input of 700 tons of solid waste including full systematic facility elements and state of the art features such as sanitary cell with liner protection, leachate collection and lagoon system, storm water drainage system, access control and weighing bridge, admin and equipment facilities.

The JSC- KRM continued in providing operation and started using the landfill heavy equipment in the site, the project continued supporting and providing the needed fuel and maintenance for the landfill operation through the Additional Finance conditioned by meeting performance indicators as verified by an independent verification agent (IVA), starting July 2020.

Two transfer stations were planned for the Middle and Southern regions of Gaza, one of which (Khan Younis transfer station) was constructed by UNRWA and the other transfer station (Rafah transfer station) was constructed in 2019. Rafah transfer station facility was designed to accommodate several functions given its unique location adjacent to a sorting facility and across from a densely populated area in Rafah Governorate (Tal Al-Sultan). The facility forms a compound consisting of a fully covered tipping area for solid waste operations, a full-size maintenance workshop to house all SWM collection equipment (from both JSC and Rafah Municipality), and an administration building, in addition to the existing sorting facility.

The design of Rafah TS accommodates safeguards requirements and it was inaugurated by H.E. Minister of Local Government under the auspices of H.E. the Prime Minister on 18 December 2019. JSC-KRM and Rafah Municipality started operating the Rafah Transfer Station in June 2020. Starting with an average of 45 tons/day of domestic solid waste arriving daily to the Rafah Transfer station by 60 animal carts that collect MSW from neighbourhoods onto the station's 40 cubic meter container that are transferred to the landfill by roll on/roll off trucks.

The design works of Road No. 2 (Al-Fukhary Landfill Access Road) were completed at the end of the 2nd quarter of 2018 by a Palestinian/Jordanian Joint Venture. Several scenarios were submitted by the designer to rehabilitate the road in parallel with the operation of the landfill. The approved design was in line with the 2012 Feasibility Study of the GSWMP and line with safeguards requirements and the Palestinian law and regulations. Besides leading the newly constructed landfill, this road with a length of 2.4 Kilometres serves the community of farmers on both sides in addition to the nearby Khan Younis



Al-Fukhary Sanitary Landfill and Surrounding Area



Rafah Transfer Station Compound (December 2019)

Wastewater Treatment Plant that was constructed in the timeframe with the landfill. The rehabilitated road was met with a particular appreciation of the communities and the municipalities on both sides of the road (Al-Fukhari and Al-Shoka) as it provides a promising route for development in the area besides its initial objective of providing appropriate access to the landfill.

Closure of Existing Dumpsites

The Design of closure of the existing dumpsite in Al-Fukhari (old dump site) was initiated in 2019, where three scenarios were submitted by the designer addressing different technical approaches to designing the final cover to ensure safe slope stability and post-closure management. The final detailed design was completed in December 2020, and tender was launched in beginning of February, 2021.



Al-Fukhari (Sofa) Existing Dumpsite partially closed prior to application of final cover and gas collection system.

Similarly, the detailed design was launched for Dair El-Balah Sanitary Landfill Site which had exceeded its capacity years ago and it constitutes a technical challenge in terms of its location and shape. During 2021, both major works contracts were awarded and activities in both sites started after the 10-day war in May 2021. Material entry still constitute a challenge, where number of key materials are still pending access into Gaza following the dual use coordination requirements via the Gaza Reconstruction Mechanism (GRM).



Dair El-Balah Landfill Site: Nov. 2022 → (left) site location map showing proximity to border line where part of the site is located within the 100m "security buffer zone", (center) closure activities: construction of extension cell to accommodate SW quantities resulting from reshaping operations, (right) casting of ground beam for fence erection around site.

Construction of Leachate Pre-treatment System

As part of the additional finance, the design and construction of leachate pre-treatment system was initiated, with construction activities started in July 2021. Civil engineering works were completed in December 2021, waiting for entry of electro-mechanical components to complete the facility. Material accessibility necessitated the need to extend the project until beginning of 2022.

The basic principle of leachate pre-treatment considers life cycle costs and lowest possible operational costs. Utilizing the existing neighbouring waste water treatment plant, the Khan Younis Wastewater Treatment Plant (KYWWTP), the intervention will add to the existing leachate lagoon additional components for settlement and further mechanical biological treatment via aeration, in addition to equalizing tank with flow control system to allow for pumping of pre-treated leachate to the KYWWTP system based on calculated ratios of the different parameters to ensure required quality standard for the intake of the KYWWTP.



Leachate Pre-treatment System: Nov. 2022 → (TOP) Landfill and WWTP, (BOTTOM) construction activities of leachate pre-treatment facilities: equalizing tank, additional leachate lagoon, pressure lines infrastructure & civil works.

6.3.2 Component 2: Institutional Strengthening

Under this component, many goods were supplied and delivered to the JSC-KRM by 2019 and 2020, as in the supply of furniture for the JSC-KRM facilities including the main head office in Al-Fukhari (Sofa) landfill, supply and install IT equipment and communication devices and supply and install of weigh bridge for Khan Younis Transfer Station, in addition to the supply of multiple SW container sizes and shapes to accommodate service coverage and improvement replacing the old, rusted out refuse containers. Into 2021, the JSC-KRM continued its mission with continuous improvement as in standardizing the services and acquiring new area of service concerned with medical waste treatment supported by



Landfill Heavy Equipment at Al-Fukhari (Sofa) Landfill



other programs led by Japan International Cooperation Agency (JICA). The JSC-KRM, supported by the project, presents a model for operations, particularly under the difficult conditions in Gaza Strip, where during the 10-day war in May 2021, JSC-KRM was able to operate under contingency mode benefiting from a contingency plan that was developed by international expert provided by the World Bank, that is in addition to the GSWMP infrastructure design approach considered abnormal conditions by allowing for solid waste storage space in the Rafah Transfer Station in case of landfill inaccessibility, an approach that proved its effectiveness during the 2021 conflict.

Grievance Redress Mechanism

JSC-KRM continued to communicate with the public during the reporting period. The global COVID-19 pandemic had affected public life in Gaza to certain degree despite the relatively low infection rates. During the peak of the pandemic, social media and web-based tools took a leading role, where the official website and Facebook page of JSC-KRM were used to communicate with the service beneficiaries. JSC-KRM and member municipalities used their Facebook page to increase the awareness of the solid waste workers and the people about the protective measures of COVID-19, in addition to guide them about the proper ways to dispose the domestic waste during that crises period. Complaints monthly report was submitted by JSC member municipalities (who are joining the female group); reports were submitted on a monthly basis since March 2021. JSC-KRM also prepares complaints' report on a monthly basis. Most of complaints are associated with the primary and secondary collection. JSC-KRM started to use "Citizen Complaints Cards" for encouraging people to submit their complaints during the household visits by the awareness team / waste collection workers. JSC-KRM monitors and responds to complaints as needed, and it divert other complaints to member municipalities since the service shared by member municipalities, i.e., primary collection is provided by municipalities. Following is a chart providing compiled complaints from sample LGUS, as received by the formed women's committee (a group of women influencers across service areas). **Chart (30)** reveals an apparent unbalanced number of complaints; noting that complaints shall be correlated with population size in each locality in addition to the involvement of JSC vs. LGU in service provision, and under all circumstances the JSC-KRM studies these statistics and adjusts its operations to respond to population needs.

Chart 30: # of Complaints Across Service Areas

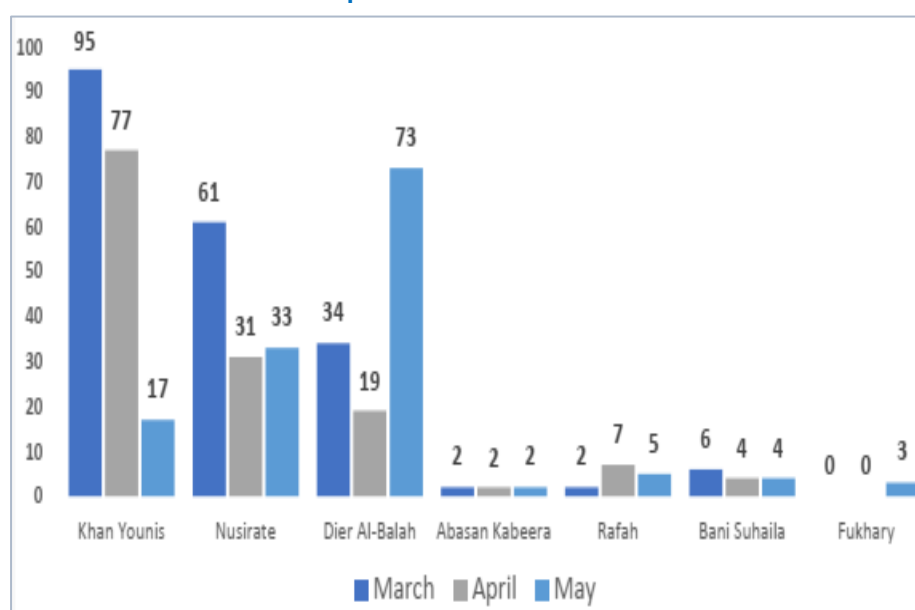
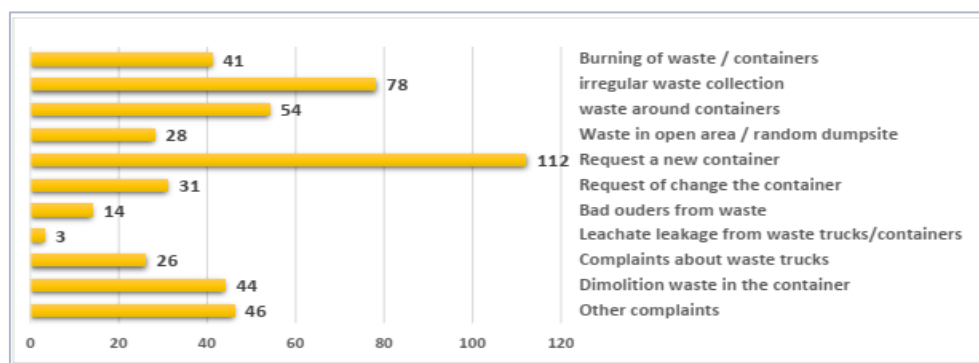




Chart 31: Number and type of complaints related to waste management services (Mar- May 2021)



6.3.3 Component 3: Primary Collection and Resource Recovery

Supply of Waste Containers

A total of 120 container of one cubic meter capacity, 110 of four cubic meter, and 10 large containers of capacity of 40 cubic meters each to be emptied by 7 compactor trucks and 3 roll-on/roll-off trucks were supplied since mid of 2020 by the project and currently operating. Containers were distributed in Khan Younis, Rafah, and Middle Area governorates to serve the population in the JSC-KRM service area.



New refuse containers replacing old ones;
additional containers provided to accommodate population needs

6.3.4 Component 4: Project Management

During the reporting period, the project has completed the following consultancy services contracts:

- Beneficiary Impact Assessment (BIA).
- Professionalization of the Operations of JSC-KRM.
- Design of Leachate Pre-treatment and pumping system (through the additional finance).

Beneficiary Impact Assessment (BIA).

The Baseline for Beneficiary Impact Assessment (BIA) was conducted in late 2017 and early 2018. The midterm survey took place in September 2019, and in December 2020, the consultant team started the preparations for conducting the End line Beneficiary Impact Assessment. The consultant team applied a mixed-methodology approach consisting of both quantitative and qualitative data collection to evaluate the perception of the project and its impact across the various project beneficiaries,



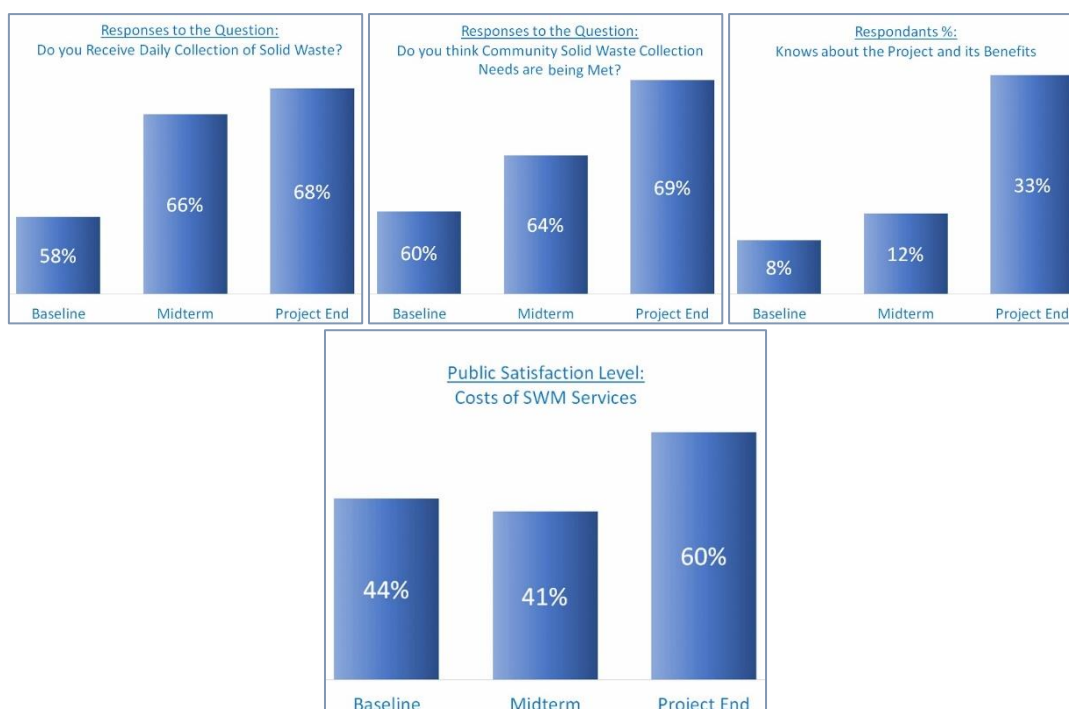
municipal representatives, technical staff and environmental specialists, as they relate to the institutional, environmental, social and financial effects of the project. Through the implementation of a holistic/comparative analysis, the research team took a mixed methods approach which included an intensive desk review of previous reporting, as well as the distribution of household and municipality quantitative surveys and key informant interviews and focus groups. The following table provides the number and description of the qualitative and quantitative methods implemented through the study, followed by main direct household survey results.

Table 48: Number of People targeted by End-line Qualitative and Quantitative Assessment Tools

Method	Number of Respondents	Description
Qualitative Interviews	13	Conducted with representatives from MDLF, JSC, Municipality of Al Fukhari, Municipality Deir El Balah, Municipality Khan Younia, Municipality of Rafah, and Al Fukhari Association of Rural Development
Focus Groups and Group Interviews	10	Conducted with Social Committee Members, JSC Health Educators, Beneficiaries in Al Fukhari area, Direct beneficiaries near the transfer station, Waste Pickers, 2 groups of Students, Teachers, and Households, CBOs, and NGOs in Municipality of Khan Younis and Municipality of Deir El Balah
Household Survey	420	For this assignment, the consultants applied a stratified systematic random sample of (420) beneficiary households, with a 95% confidence interval and a margin of error of roughly 4.8%. 201 of these respondents are repeated and participated either in the Midline or Baseline assessments, constituting almost half of the Baseline sample, 102 households out of them, participated in Baseline and Midline, in addition to the 219 who are new respondents.

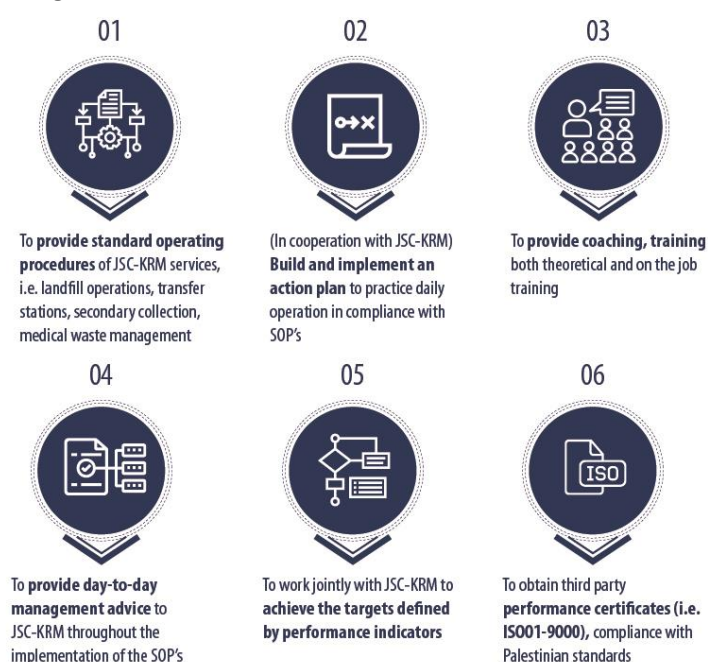
Chart (32): Main Results





Professionalization Services for JSC

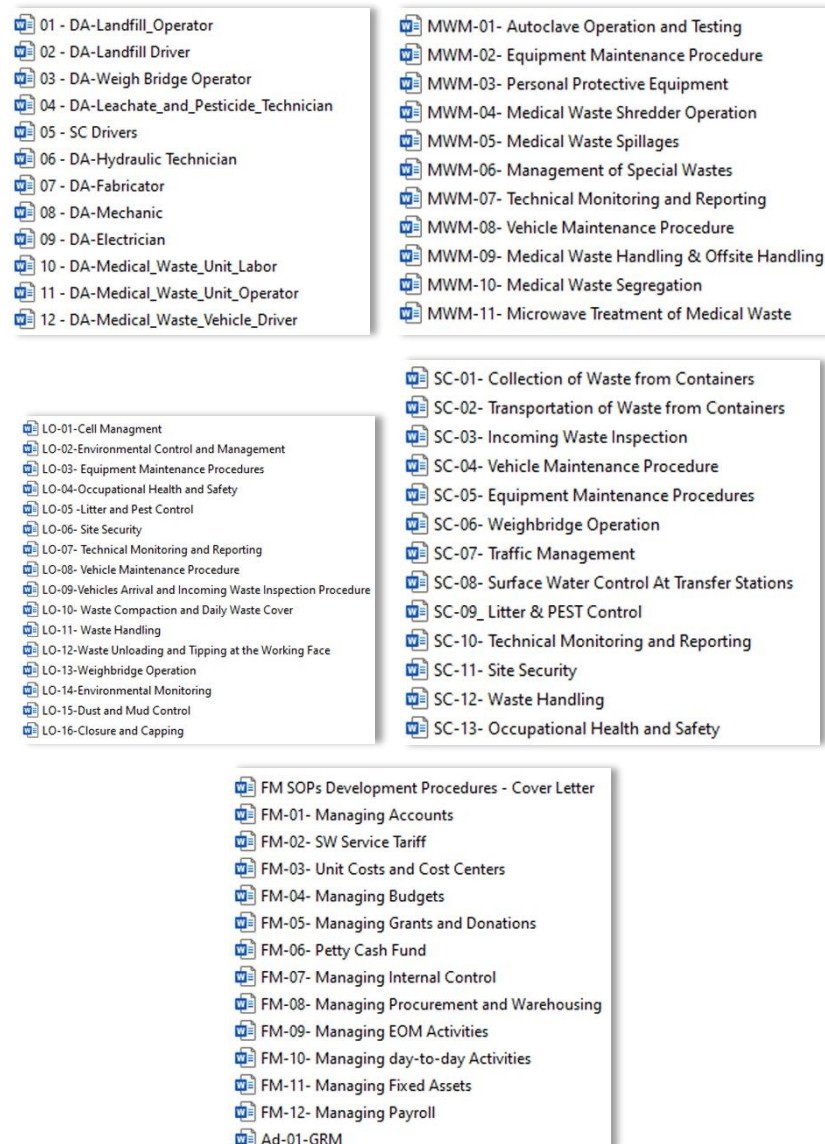
A consortium of international and local experts conducted series of on-the-job training on the different procedures towards standardizing the services provided by the JSC-KRM by formulating standard operating procedures (SOP) for the different functions and train JSC staff on implementing and monitoring such SOP's. The assignment model is considered as a promising model in the Solid Waste Management Sector that can provide a good source of lessons and procedures that can be replicated to other service providers across the West Bank and Gaza, following is an overall objective and milestones of the assignment:



Objectives of the Assignment



The assignment was concluded in March, 2021 producing set of operational documents backed by on-job training. The combined training and feedback, building on various experiences locally and internationally, in addition to available documents provided through the ongoing project (such as manuals) and practices, all was documented in standard forms for daily operations for the purpose of monitoring and evaluation preceded by detailed analysis of existing human resources and competencies, leading to producing Standard Operating Procedures (SOPs) for JSC-KRM operations, the first of its kind in Palestine in terms of scope and coverage for one entity, the following snap shot images provide titles of documents developed under the assignment in collaboration with JSC-KRM.



**DA: Daily Activities, MWM: Medical Waste Management, LO: Landfill Operations,
SC: Secondary Collection, FM: Financial Management & Administration**

6.4 Implementation Status of the Additional Financing:

The additional finance project activities complement mainly Components 1 and 4 under the parent project. Under component 1 it provides additional fund to suffice available budget for landfill closure, while the focus of the bulk of the additional finance will be under Component 4, focus of this section is



on the Global Practice for Result Based Approaches (GPRBA) fund that specifically finances the following activities:

- 4(e) Subsidies to JSC-KRM, municipalities and medical waste producers to support the cost of adequate delivery of JSC services;
- 4(f) financing of services of an Independent Verification Agent with the responsibility to verify the service delivery performance of the JSC-KRM, participating municipalities and medical waste producers.

The additional finance focuses on improving the quality of the upstream services (disposal services and secondary collection) enforcing the standardizing of operations through the adoption of Standard Operating Procedures (SOP), and that will directly benefit approximately 900,000 people in Southern Gaza. To reach the objective, the Project will utilize a Result Based Financing (RBF) to address the above-mentioned operational sustainability issues concurrently. A critical chain of assumptions underpinning the Project is that the RBF grant can increase service quality which will enable the JSC-KRM and municipalities to gradually recover greater proportions of service delivery costs in order to sustain higher quality services.

Two key outcomes are expected under the GPRBA Grant activities: (a) service improvement and (b) support to cost recovery. Each of the outcomes will be measured through the achievement of predefined performance targets that will be independently monitored and verified to trigger the results-based payments.

- **Outcome 1: Service improvement**²⁵ Improvements in the delivery of solid waste services is the first key outcome. The GPRBA grant will provide support to the JSC-KRM on a transitional basis to cover the costs of service delivery and improved management of the new landfill and transfer stations using upgraded operational standards and procedures. The results-based payments for service improvement outcomes will be provided based on meeting the following performance targets: (i) improved landfill services; (ii) improved transfer station services; (iii) improved container upkeep and truck maintenance service (secondary collection services); and (iv) improvement in medical waste service. Details on the indicators and the associated targets are elaborated in section 2.5.1.
- **Outcome 2: Supporting cost recovery.** Increased fee collection and targeted reduction of service costs, both designed to support the financial standing of the JSC-KRM, comprises the second key outcome targeted by the GPRBA grant. To continue delivering improved solid waste services and properly manage the sanitary facilities, JSC-KRM needs to reach a reasonable level of fee collection through increased billing and collection of fees from the municipalities and MWPs. Additionally, the costs of medical waste treatment can be reduced to increase the viability of that service.

Performance targets related to the two outcomes (service improvements and cost recovery) are periodically monitored and evaluated by an independent verification agent (IVA) to trigger results-based payments. The independent verification agent (IVA) designed its work methodology in a manner that will ensure complete verification of targets performance in line with the basic performance assessment scorecard of Improved Landfill Services, Improved Transfer Station Service, Improvement in Container upkeep and truck Maintenance, Improvement in Medical Waste Management, and Increase in JSC Fee Collection Rate. The GPRBA fund covers the period from July 2020 to June 2022 that is over a 4-semester period. First, Second, and Third Semesters was verified by the IVA, covering the semi-annual periods from July 2020 to December 2021. Results for 2022 semesters are provided in the following table 49:

²⁵ AF Project Paper, Report no. PAD3545



Table 49: Second & Third Period IVA Report Summary (January – June 2021 / July – December 2021)

Performance Indicator				IVA Conclusion	
No.	Title	Threshold		2 nd Period	3 rd Period
		Max.	Min.		
1.1	Leachate management & pumping	100%	80%	Achieved	Achieved
1.2	Daily Cover Application	90%	70%	Achieved	Achieved
1.3	Environmental Monitoring Reports	Yes	No	Achieved	Achieved
1.4	Regular Cleaning around landfill	SC.0	SC.3	Achieved	Achieved
2.1	Storage Time in TS	< 1 day	> 1day	Achieved	Achieved
2.2	Cleanliness of TS	SC.0	SC.3	Achieved	Achieved
3.1	Overfilled Containers	0%	20%	Achieved	Achieved
3.2	Reports on Around Containers	Record	No Record	Achieved	Achieved
3.3	Broken Containers	0%	20%	Achieved	Achieved
3.4	Fleet Operational	100%	90%	Achieved	Achieved
4.1	MW Source Separation	100%	80%	Achieved	Achieved
4.2	MW Treatment per SOPs	Yes	No	Achieved	Achieved
5.1	Fee Collection	70%	50%	Achieved	Achieved
5.2	MW unit Cost Reduction	> 20%	20%	Achieved	Achieved

6.5 Project Result Monitoring

Table 50: Project Results Monitoring

Project Development Objective (PDO)	Core	Unit of Measure	Base Line	Cumulative Target Values							
				YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8
				2015	2016	2017	2018	2019	2020	2021	2022
PDO Indicator One: Percentage of solid waste collected from the targeted beneficiary population that is disposed of in a new sanitary landfill developed under the project.	☒	%	0%	0	0	0	0	80%	80%	80%	80%
			Actual	0	0	0	0	84.25%	94.16%	96.02%	
PDO Indicator Two: Percentage increase in fees collected annually within the JSC towards cost recovery.	☐	%	15%	-	-	20%	40%	50%	60%	65%	65%
			Actual	-	-	30%	37%	57%	81.5%	70%	
PDO Indicator Three: Number of waste pickers whose lives depend on the existing solid waste context and who are integrated into inclusion programs under the project	☒	Number	16	0	10	16	16	16	16	16	16
			Actual	0	0	16	16	16	16	16	
PDO Indicator Four: Contaminated land managed or dump-sites closed under the project.	☐	Ha	0	0	0	0	0	10	10	10	12.5
			Actual	0	0	0	0	10	10	10	
PDO Indicator Five: Direct Project Beneficiaries (number) of which females (percentage)	☒	Number	N.A	0 (49%)	0 (49%)	2,2 K (49%)	2,2 K (49%)	917 K (49%)	948 K (49%)	948 K (49%)	948 K (49%)
			Actual	0	0	2,2 K	114 K	921K (70%)	921K (70%)	948 K (100%)	



Project Development Objective (PDO)	Core	Unit of Measure	Base Line	Cumulative Target Values							
				YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8
				2015	2016	2017	2018	2019	2020	2021	2022
Intermediate Results (Component One): Solid Waste Transfer and Disposal Facilities											
1.1: 1 Sanitary Landfill in the Southern Gaza Strip (Al-Fukhari (Sofa) is constructed and operational.	☐	Yes/No	No	-	-	-	-	Yes	Yes	Yes	Yes
Status	COMPLETED										
1.2: Interim cell is constructed in a sanitary manner to accommodate incoming MSW from the target area during the construction of the new Sanitary Landfill.	☒	Yes/No	0	-	-	Yes	Yes	Yes	Yes	Yes	Yes
Status	COMPLETED										
1.3: Closure of Existing Dumpsites at Sofa and Dier El-Balah	☐	Yes/No	0	-	-	No	No	No	No	No	
Status:	Design Completed, Implementation in 2021.										
1.4: Industrial and municipal waste disposal capacity created under the project	☐	Cu.m	7	-	-	350K	350K	2,350K	2,350K	2,350K	2,350K
Status:	Complete0350k350k2,490 K2,490K2,490K										
1.5: At least one transfer station in the targeted area is constructed, and two transfer stations are fully equipped and operational by the end of the Project.	☐	Number	0	-	-	2	2	2			
Status:	Complete- - 11122										
1.6: Temporary jobs created under the various activities of Component 1.	☐	Number	0	0	10K	20K	30K	40K	40K	40K	
Status:	02,28017.35K37.68K47.7K47.7K47.9K										
Intermediate Result (Component Two): Institutional Strengthening											
2.1: Training days provided to the Technical Operations Unit and other JSC-KRM staff and Board members as part of the targeted capacity building activities financed under Component 2.	☐	Number	No	-	0	31	50	100	150	150	
Status:	On Track003168132167178										
2.2: New JSC Bylaw is approved and operational plans are defined.	☐	Yes/No	No	No	No	No	Yes	Yes	Yes	Yes	
Status:	On Track- - - - YesYesYes										
2.3: Service Contracts are signed with member municipalities and UNRWA	☐	Number	0	0	0	0	15	18	18	18	18
Status:	On Track0001333										
2.4: Capacity is established for JSC to operate new infrastructures created under the project.	☐	Yes/No	No	No	No	No	Yes	Yes	Yes	Yes	Yes
Status:	On Track										
NEW Activity 2021/2022: Customization of WMIS Modules & Supply of Hardware				-	-	-	-	Yes	Yes	Yes	
2.5: Intended beneficiaries that are aware of project information and project supported investments	☐	%	0	0	0	25%	25%	50%	50%	50%	50%



Project Development Objective (PDO)	Core	Unit of Measure	Base Line	Cumulative Target Values							
				YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8
				2015	2016	2017	2018	2019	2020	2021	2022
Status:	On Track					2.5%	22.42%	42.13%	43.22%	47.84	
2.6AF % of female project beneficiaries aware of solid waste management practices (Percentage)	☒	%	0.00	0.00	0.00	35.00	40.00	40.00	45.00	50.00	50.00
Status:	On Track			-	-	-	-	-	37%	61%	
2.7AF Increased the participation and role of women in decision making of the JSC-KRM through formation of a “women's committee” (Yes/No)	☐	Yes/No	No	No	No	No	No	No	Yes	Yes	
Status:	On Track			-	-	-	-	-	Yes	Yes	
2.8AF Percentage of grievances that have been responded in a timely manner (Percentage)	☐	%	0.00	0.00	0.00	50.00	50.00	60.00	70.00	80.00	
Status:	On Track			-	-	-	-	-	75%	91.16%	
2.9AF Improved citizens satisfaction with JSC-KRM performance (Text) % Satisfied	☐	%	0.00						80%	85%	
Status:	On Track			-	-	-	-	-	89%	89%	
Intermediate Result (Component Three): Primary Collection and Waste Recovery											
3.1: A strategy plan for the optimization of primary collection and transportation of solid waste in the targeted areas is created by the end of the project.	☐	Yes/No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Status:	On Track			-	-	-	-	Yes	Yes	Yes	
3.2: A strategy plan for optimizing waste recovery in the targeted area is created by the end of the project.	☐	Yes/No	No	No	Yes	Yes	Yes	Yes			
Status:	On Track			-	-	-	-	Yes			
3.3: A strategy plan for the elimination of random dumping in the targeted area is created by the end of the project.	☐	Yes/No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Status:	On Track			-	-	No	No	No	Yes	Yes	
3.4AF JSC has assumed agreed responsibilities for management of the upgraded transfer and disposal services	☒	Yes/No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Status:	On Track			No	Yes	Yes	Yes	Yes	Yes	Yes	
Intermediate Result (Component Four): Project Management											
4.1: MDLF-PDSU maintains adequate staffing for project management, environmental and social safeguards and fiduciary staff throughout the life of the Project	☐	Yes/No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Status:	On Track			Yes	Yes	Yes	Yes	Yes	Yes	Yes	
4.2: Interim IFRS and Progress Reports are submitted to Financing Partners in a timely and satisfactory manner.	☐	Yes/No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Status:	On Track			Yes	Yes	Yes	Yes	Yes	Yes	Yes	
4.3AF Results based payments received for achieving service	☐	%	0.00	0.00	0.00	0.00	0.00	0.00	80%	80%	80%



Project Development Objective (PDO)	Core	Unit of Measure	Base Line	Cumulative Target Values							
				YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8
				2015	2016	2017	2018	2019	2020	2021	2022
improvement related targets (Percentage)											
<u>Status:</u>	IVA Results			-	-	-	-	-	Yes (80%)	Yes	
4.4AF Results based payments received for achieving cost recovery related targets (Percentage)	☐	%	0.00	0.00	0.00	0.00	0.00	0.00	80%	80%	80%
<u>Status:</u>	IVA Results			-	-	-	-	-	80%	100%	
4.5AF Adoption of the improved protocols and procedures as defined in the Standard operating procedures s for all JSC services (Yes/No)	☐	Yes/No	No	No	No	No	No	No	Yes	Yes	Yes
<u>Status:</u>	On Track			-	-	-	-	-	Yes	Yes	

6.6 Obstacles and Challenges

Cost recovery for service providers (LGUs and JSC) constitutes a major challenge, although the additional finance via the results-based payments had a direct positive impact on improving cost recovery for the Join Service Council. The war of May 2021 contributed to an overall deterioration of service providers' ability to collect fees, in addition to the further restrictions imposed on imported construction material which presented risk that could further delay the completion of remaining infrastructure (dumpsites' closure in particular). The additional finance provided much needed support to sustain services; that is in addition to complementing the different infrastructure and technical interventions by GSWMP that shall put the JSC on track towards improving cost recovery and the start of enhancing the course of JSC direction from the response zone to the standardized service and planning zone, all subject to positive developments on the political level.

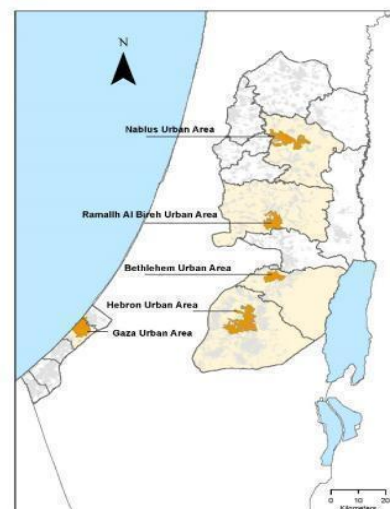


7. Integrated Cities and Urban Development Project (ICUD)

7.1 Introduction

The Integrated Cities and Urban Development Project – ICUD, is a 5-years World Bank-funded project. The project was designed to promote for a robust process of collaboration among the participated local government units (LGUs) and their strong ownership and commitment throughout the planning for sustainable urban growth.

The ICUD project is managed by the Municipal Development and Lending Fund (MDLF) in terms of fiduciary management, reporting and M&E, and the environmental and social safeguards of the project. Technically, the ICUD is overseen by the Ministry of Local Government (MoLG). In collaboration with the Local Authorities in the main urban areas.



7.2 Description

7.2.1 Project Development Objectives (PDO)

The Project Development Objective (PDO) of ICUD is to enhance the capacity of participating LGUs in urban areas to plan for sustainable urban growth.

7.2.2 Project Beneficiaries

The participating clusters of the ICUD consists of four urban areas in the West Bank (Nablus, Hebron, Bethlehem, Ramallah and ALBireh) and one urban area in Gaza strip (Gaza City). These five participating urban areas have been selected because of their strategic importance in terms of population and future economic growth.

The population estimate in 2021 of these urban areas is 1,588,727.25 (based on PCBS projected populations for Census 2017), representing 30% of the total population of the West Bank and Gaza and include 30 LGUs (16 Municipalities and 14 Village Councils).

The currently identified LGUs of the urban areas are:

1. Ramallah Al-Bireh Urban Area, and Surda Abu Qash. The adjacent cities of Ramallah and Al Bireh and Betunya, and Surda-Abu Qash; all make one urban area that shares infrastructure and resources. This urban area is currently one of the most important Palestinian cities, as it is considered the administrative area of the Palestinian Authority and attracts a lot of internal migration from job seekers.





2. Bethlehem Urban Area which includes municipalities of Bethlehem, Beit Jala, Beit Sahour, Ad Doha, Artas, and Al Khader. The Bethlehem agglomeration area all have biblical significance; that makes the economic base of religious tourism, as well as sharing natural resources and basic overlapping infrastructures.



3. Nablus Urban Area which includes Municipality of Nablus, and the local government units of Azmut, Deir-al-Hatab, Salim, Rujeib, Kafr Qalill, 'Iraq Burin, Tell, Sarra, Beit Iba, Qusin, Zawata, Beit Wazan, Dair Sharaf. The Urban Area is surrounded by a group of under-developed villages that act like suburbs with big demand for housing, making it the biggest urban center in the north of the West Bank, home to many educational and health institutions, and creating job opportunities. The population projections showed that more than 424,400 inhabitants will be served by the Greater Nablus area in the year 2025. This rapid increase of population accompanied by the increasing demand for space, water, infrastructure, job opportunities, and renewable resources needs to be addressed at the agglomeration level to overcome the city's problems and upgrade the planning process from the local level to the agglomeration level is needed.



4. Hebron Urban Area which includes the municipalities of Hebron, Taffuh, Dura, Halhul, and Beit Kahil. Hebron city and the surrounding adjacent four big towns are highly dense urban areas with a population of over 300 thousand by the end of 2016, is considered the hub of the commercial and industry in the southern part of West Bank, yet faces lack of proper planning, congestion, deficiencies in upgrading and developing different parts of the urban area, hinders investments; thus, making the urban growth planning a necessity to reach their potential economic growth limits.



5. Gaza City: The Gaza strip is very densely populated, which makes identifying a clear agglomeration difficult. After consultations with Gaza City and taking into account the different constraints of working across administrative boundaries, as well as the huge and very dense population in Gaza City, the ICUD project will focus its support only on Gaza City. This will enable the authorities to better integrate and utilize forward-looking growth planning in their work, and also would support them in integrating different neighborhoods into the city's planning.



7.2.3 Project Components

Component 1: Planning for Sustainable Urban Growth.

- **Sub-Component 1.1: Structured capacity development support for urban growth planning.** This component objective is to strengthen the institutional and technical capacity of participating urban areas and analytical underpinning of current urban planning practice to plan for sustainable urban growth through the provision of, inter alia, technical assistance (TA), goods, and training. Through the intra-urban area coordination mechanisms, the participating urban areas will be supported to conduct urban growth planning. The objective of capacity development support for



urban growth planning is to enable the urban areas to respond more efficiently to the needs of their growing population and private sector with more sustainable and well-planned urban spaces and infrastructure.

- Milestone I. Establish and actively maintain intra-urban area coordination mechanisms.
- Milestone II. Complete baseline assessment of the existing urban extent.
- Milestone III. Complete exercise to develop cost-analyzed urban growth scenarios, and to disclose them to the public.
- Milestone IV. Modify respective member LGUs' plans based on the optimum urban growth scenario selected at the urban area level.

- **Sub-Component 1.2:** Demand-driven customized support for urban growth planning - West Bank urban areas.
- **Sub-Component 1.3:** Demand-driven customized support for urban growth planning - Gaza City

Component 2: Project Implementation Support and Management Cost.

This component will finance the training, operating costs, and goods necessary for the technical oversight and implementation support of the project to be performed by, inter alia, a Technical Supervisor (TS) from Urban planning department at MOLG, Technical Coordinator (TC), Local Coordinators (LC) for Bethlehem, Hebron, and Nablus areas, and the existing Local Coordinator for the Ramallah-Al Bireh-Bitunia (RAB) Joint Coordination Unit. This component will also finance the management fee of the Municipal Development and Lending Fund (MDLF) that will manage procurement, finance, safeguards, and reporting for the proposed project based on technical inputs from the TS.

7.3 Financing Partner Contribution

The project is funded by the WB for USD 5 million. A provision for retroactive financing of USD 500,000 (10% of Grant amount) was provided to the MDLF to cover necessary financing, e.g. TS salary and initial operating costs. The cost breakdown is illustrated in **Table 51** below.

Table 51: Project Costs and Financing

Project Components	Project cost ²⁶ (USD million)	% Financing
1- Planning for Sustainable Urban Growth. Sub-Component 1.1 Sub-Component 1.2, 1.3	3.85	77%
2- Project implementation support and management costs.	1.15	23 %
Total Financing Required	5.0	100%

7.4 Implementation Status

Since March 2020, the COVID-19 pandemic emergency puts its shadows on many Project activities; working with targeted LGUs becomes challenging because of the frequent look downs and restrictions on movement, which interrupt the work of the municipalities and overwhelmed them with services for emergency and sanitation, in addition to restriction for both internal and external international flights. Ongoing and future activities are inevitably being impacted by the COVID-19 crisis.

As a sequel to the Missions Series held by the World Bank for the Integrated Cities and Urban Development Project, in 2021 an Implementation Support mission was carried out virtually between

²⁶ This numbers where changes according to the ICUD restructuring in April 2021



June 29th - July 1st, 2021. The objective of the mission was to review implementation progress and the timeline for the last year of project activities after the completion of the project restructuring in April 2021.

Main Findings: Significant implementation progress has been made in the last six months²⁷, disbursement has increased, and several project activities have been procured or completed. To ensure that the project will achieve its PDO, and activities are completed on time, very close implementation support continues to be required. Key activities were delayed due to COVID-19 pandemic, and ICUD team will need to prioritize what can be completed within the remaining time and budget and scale back some planned activities.

Sub-component 1.1

Structured Capacity Development Support for Urban Growth Planning

Milestone 1

Establish and Maintain Intra Urban Area Coordination Mechanism (undergoing)

General: To establish and maintain the intra-urban area coordination between the four urban areas members LGUs, three local coordinators in Nablus, Bethlehem, and Hebron urban areas were recruited in 2017 to support the technical committees to jointly implement the project's activities and milestones (Note that Ramallah & Al-Bireh Area already had an active cooperation unit).

To create the cooperation and planning units and to facilitate the implementation of the project activities, **four MOUs between the four urban areas' LGUs were signed in 2017**, followed by creating the technical and steering committees.

All the urban area technical teams worked in coordination with MoLG on finalizing the action plan agreed upon. More focus was given on the steps towards the institutionalization considering the road map which was prepared by the international Institutional Development Adviser who provided technical guidance and recommendations on strategic, institutional, and fiscal arrangements.

This activity is a priority for the ICUD to ensure the sustainability of project outputs and the collaborative processes which were put in place by the project. Having functional joint institutional arrangements at the city-wide level will be key for Palestinian LGUs to advance from planning of local service delivery to advanced city-wide management that contributes to growth economic development. These arrangements will form the basis for collaboration under the next wave of interventions and facilitate increased impact and scale of service delivery in the leading urban-economic areas of Palestine.

At the end of Dec 2020, three main deliverables were submitted by the international adviser (who was recured in 2020):

1. A diagnostic on current practices for joint planning and investment programming. The report highlighted successful as well as challenging experiences with respect to formal and informal arrangements for joint LGU planning.
2. Policy Paper presenting options for formalizing joint planning and investment programming at the LGUs level.
3. Engagement strategy required to develop and implement formal joint planning arrangements in the participating urban areas.

A summary of the main findings was presented to MoLG and MDLF including the policy paper, engagement strategy, and action plan for implementation in addition to the initial steps to support institutionalization efforts. It was confirmed the importance of supporting the institutionalization process to ensure the suitability to the joint planning at the metro-urban area's level; it was agreed

²⁷ restructured in April 2021. The closing date was extended to June 2022, infrastructure "works" were added to the project Grant Agreement, and the Results Framework was updated to reflect additional achievements.



that the team will work on a work plan (for the year 2021) to start the consultation with the stakeholders and to support the urban area with the needed tools to formalize these joint cooperation units.

The main concept is to move forward from the current voluntary units to establish a permanent and formal body as the new plan focuses on changing management approach. Driving implementation is best done through leadership which both builds consensus and addresses the details required for successful implementation.

Since the beginning of 2021, several meetings and consultations have been conducted with the national level to discuss and determine the most appropriate approach for the institutional process. In parallel, several meetings and consultations were conducted at the local level between LGUs' technical and steering committees in each urban area. The meetings and consultations included discussing the whole institutional process (building on current legislatives, objectives, benefits, advantages, structure, human and financial resources, ...), focusing more on each urban area context and needed practical steps for implementation.

These consultations and meetings concluded the determination of implementation steps, which are: Determine fields of joint cooperation and planning work, prepare official agreement and bylaw, then Legal revision for the agreement and bylaw. Obtain approval to officially establish (The higher council for joint cooperation and planning) on the local and national levels and prepare a full comprehensive strategic plan and other needed documents.

Later in May 2021, a formal letter signed by H.E Minister of Local Government was sent to the LGUs in each Urban Area to support the institutionalization process and the development of the existing joint units. In response, several meetings with the technical and the steering committees were held to discuss more details on the formulation and the development of the JC for planning and development.

In order to build on the previous steps, ICUD team drafted a new ToR for local institutional development consultant; who will lead/assist the beneficiary LGUs in drafting, customizing, and finalizing agreements, bylaws, and field works for the establishment of Joint Councils for Cooperation and Planning for all urban areas in the West Bank. The Contact was signed in Oct 2021. **Unfortunately, and due to failure on performance the contact was terminated and the team will launch a new assignment to follow on this progress in Feb. 2021**



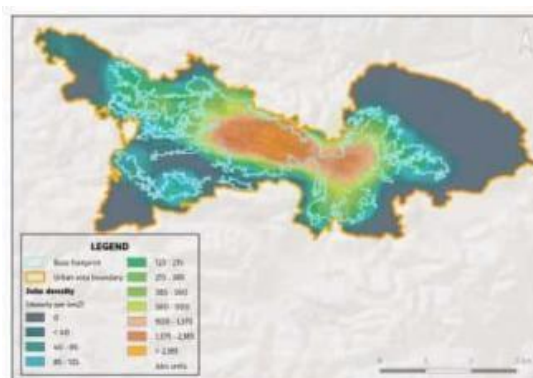
Milestone II

Complete Baseline Assessment of Existing Urban Extent (Completed)

Data was collected from LGUs, several governmental and non-governmental bodies, both at the national and local levels, as well as pertinent local stakeholders, government bodies, and specialists.



Following the data collection process, the data was reviewed, analyzed, validated, and shared with the consulting firm CAPSUS who was hired to develop the Urban Growth scenario exercise and the Urban Performance (UP) Tool. The spatial data includes: Population data, land use regulations, employment hubs, existing roads, public transport systems, urban services, and amenities. Numeric data, also called assumptions, consists of key data inputs necessary for tool calculations, such as average inhabitants per household, fuel prices, and emission factors. Spatial and numeric data were validated and uploaded to the UP tool, which was the result of the data collection process. Sometimes it was necessary to process and adapt information, including the generation and management of buffers, as well as the generation, management, running, and publication of scenarios by the Urban Performance tool, which allows the visualization of results in a user-friendly environment.



Urban Performance includes two main components: 1) UP visualizer and 2) UP calculator. Where the full performance of the five scenarios for the urban areas of Nablus, Ramallah-Al Bireh, Bethlehem, Hebron, and Gaza City, as well as all the other possible scenarios, can be analyzed using the UP visualizer, which is accessible through a web site: www.urbanperformance.in/Palestine or at the new link http://www.molg.pna.ps/Urban_Performance.aspx

The UP calculator includes the database of the indicator's calculation processes. The database contains spatial and numeric data related to the urban areas' conditions in the base year, as well as the information to model the policy levers for the different future scenarios. The UP calculator uses the database to calculate indicators and writes the results back into the database. The data includes land use, footprint, population, distributions of Amenities, job distribution, road networks, road intersection, housing costs, and environmental and ecological spaces. A database for each urban area was received from CAPSUS and submitted to urban areas for future use and analysis.

A GIS-based map was developed for each urban area to display all the spatial information that describes the situation of the urban areas in the base year.

Also, several maps were generated representing the situation of the urban areas in the base year and the different policy levers: public services, Employment, the ratio of housing units, population density, and public transport. The maps are useful to understand the impact of the policy levers on the results for each urban area.

In 2020, several meetings were held in urban areas to discuss with the technical teams the possibility of developing a shared GIS database (Joint geoportal GIS system); the discussion included: (1) identifying GIS requirements according to the Urban area's needs (2) Definition of the scope of the GIS and data contents (3) Definition of a data model (5) Hosting (4) Implementation of the GIS and (6) Installation, training, maintenance.

The objective of developing this assignment is to improve the integrated, joint urban and spatial planning at the urban area level through enhanced data sharing among LGUs by establishing four shared Web-Based Geodatabases for four urban areas targeted in the ICUD project (Nablus, Ramallah Al Bireh, Bethlehem & Hebron). The main purpose of these geodatabases is to support, facilitate and speed up the working and planning process across the Local government units (LGUs) at the level of



the urban area as one important step towards strengthening the Joint cooperation at the Urban area level, as well as serve the city planners to view and investigate all current or planned infrastructural, sectoral and development plans and studies within each urban area. In addition to having updated information to the end-user as needed in an interactive way.

On 10th January 2021, an Assessment of IT GIS Environment of the Urban Areas started; the assessment covered the current situation, available data, current capacities, and suggested solutions to be adopted by the urban areas. Following that, several meetings were held with technical teams in the Urban areas and relevant stockholders to present the main results, suggested solutions to select the most suitable solution to be adopted by urban areas that fit the current context taking into account the assigned budget and remaining time frame.

Based on the assessment, the implementation phase has started since October 2021 and the inception phase was completed by end of 2021.

Milestone III

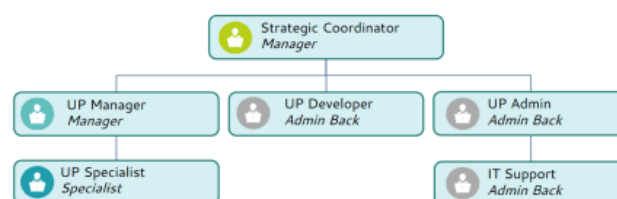
Complete Exercise to Develop Cost Analyzed Urban Growth Scenarios (Completed)

As discussed in previous reports, the Urban Growth Scenarios Assignment was launched on 22nd of February of 2018 by an international consultant firm (CAPSUS), a series of missions that started in April 2018 and ended in April 2019 was done, workshops and trainings were conducted, accordingly, several urban growth scenarios were prepared using the **Urban Performance (UP) tool** that was customized to fit the local Context, the tool was officially launched as an innovation planning tool in Palestine in 2019.

Another launching for the urban performance tool was done in late November under the Patronage of His Excellency the Prime Minister Dr. Mohammad Shtayyeh and the minister of local government and the Court director of the World Bank.



Following that: During Q2 2019, the five urban areas started installing and configuring the tool in their local servers to achieve ownership and enable them to use and update in their planning process. ICUD also contracted a local training center to train the IT specialists in the urban areas to enable them to work on the administration and developing/coding of the tool. It is worth noting that additional two online training programs were implemented by CAPSUS in Q4 2019.



In 2020, CAPSUS and the Urban areas UP teams continued working on the following:

- CAPSUS released the updated-UP tool V4.0 in July 2019, and with specific instructions for the UP admin and developer, the UP tool was updated.
- Online training for UP managers was conducted to create population layers and land-use layers: **how to represent future population settlement options and how to translate the**



land use zoning of master plans using the UP in order to assess the growth options: (25 Training hours for 12 trainees were conducted).

- Online training for the IT Team was conducted to learn how to develop and deploy new policy levers, indicators, how to modify the existing ones, and to provide support to the UP specialists, in addition, to enhance constant support among the five urban areas: **(15 training hours for 7-8 trainees were conducted noting that the commitment was low thus the intended topics regarding the UP tool 's administration and troubleshooting were not covered).**

As a closure for the one-year support ICUD team, CAPSUS drafted 3 questionnaires targeting 3 types of teams/specialties to assess the one-year support and to plan for the next steps if needed, the result has been integrated as follows:

The ICUD team started a communication and dissemination plan for the UP-Tool.

The communication tools and dissemination activities have been utilized to increase the visibility of the UP-Tool and to ensure its integration into the decision-making process in the working environment of the targeted urban areas.

The ICUD team started lunching some of these activities, for example, inserting the tool in the project presentations and the exchange meetings as well.

Furthermore, infographics, posters, and graphic videos for the tool were created and disseminated on the social media websites as well as in the periodic bi-monthly newsletter.

Milestone IV

Modify Respective Member LGU's Plans Based on the Optimum Urban Growth Scenario (ongoing)

- 1- Strategic Environmental and Social Assessment (SESA)** was identified as an appropriate safeguards instrument to apply for this project as it primarily focuses on planning with no direct infrastructural development.

During 2020 the following steps have been done:

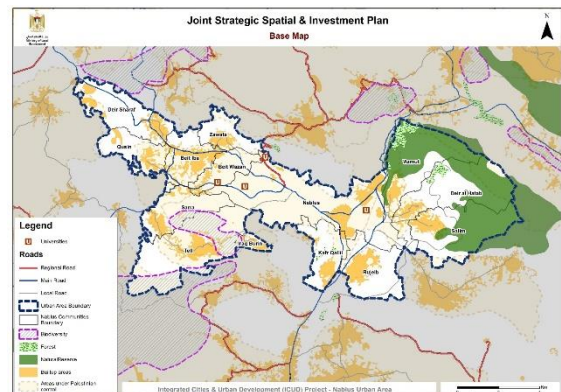
- Kickoff meetings: In January 2020, the launching of the SESA was held in Ramallah, attended by the technical committee of all the urban areas, in addition to a SESA's technical meetings in February 2020.
- The inception phase was finalized after having in depth discussion and revision from the ICUD team to ensure that the consultant will work on a correct methodology given that SESA has been implemented at the first time in Palestine.
- The **Stakeholder Engagement Approach, Plan**, and a Stakeholder List were drafted.
- The Baseline assessment and the Policy, legal and institutional framework assessment were finalized.
- The Environmental and Social Impact Assessment, which assess the Strategic Development Alternative Solutions (SDAS) against Strategic E&S Objectives were prepared.
- The selection of SDASs per each urban area was prioritized based on the results from horizontal ranking performed by the JV and from the vertical ranking performed by stakeholders during the public participation process.





During Q1-Q2/ 2021, the following had been done:

- The JV prepared the Management Plan – Recommendations and drafted the SESA report in order to do the final public hearing for the Final SESA Presentation and Disclosure.
- The SESA report, which is the main deliverable for the assignment, was submitted in April 2021. The latter was reviewed mainly by ICUD team, the World Bank Environmental and Social team, an adviser, and accordingly, a lot of modifications and analysis were requested to be done by the JV team.
- An updated version for the SESA report was submitted in mid-June 2021, and it is still under review.
- Five technical public hearing sessions started late June till early July 2021 for the 5 targeted urban areas to present the main results for the SESA.
- From July till early August 2021, the JV team finalized the reports according to the public hearing sessions feedback considering the ICUD/WB final comments.



The SESA assignment consumed more time than anticipated due to Covid- 19 lockdown and limitation, in addition to the weakness of the JV consulting team. This can be also attributed to the unclarity of this tool/ scope and how to be contextualized given the first timely implementing the SESA in Palestine at a level of urban areas. It is worth noting that as a planning tool that feeds in the urban and development plans, it enforced the JV to study and review the plans/policies/strategies at both the national and local level.



- 2- Joint Strategic Spatial & Investment Plans (JSSIP):** The contract was signed with the JV of local consultants in October 2021, and the implementation phase of this plan began in Q4 of 2021, where the inception report was delivered.



The primary objective of these plans is to formulate a Joint Strategic Spatial and Investment Plan (JSSIP) for each of the five urban areas, focusing on facilitating sustainable forms of urban development, enabling social justice, and jointly delivering capital investment. This ambitious proposal can only be achieved if the spatial planning components of the JSSIP are underpinned by a strategic investment plan jointly developed by the participating LGUs, which focuses on the essential priorities for joint investment across each urban area.



The consultant worked to deliver a strategically formulated JSSIP for each urban area, based on strategic sectoral studies, urban and spatial analysis, infrastructure review, developing recommendations, and analyzing opportunities and constraints. The plans will develop a shared vision and set of strategic objectives for each area and consider several high-level spatial strategy options.

The preferred option was developed into a detailed spatial strategy that contains a development strategy, a portfolio of strategic urban projects that identifies key land uses and provides a set of strategic policies that collectively guide urban transformation and manage spatial change. Alongside the strategic policies, the plan included an infrastructure and capital investment that provides details of the proposed investments that underpin the spatial plan, including further details that will facilitate project costing, prioritization, and the future development of pre-feasibility/business case proposals.

Five Sustainable Urban Growth Pilot Projects were identified, and accordingly, the Team, with support of the UA's technical teams, drafted its concepts/summary. The projects cover i) design and placemaking activities associated with work to an existing city center park (Gaza City), ii) developing a network of 'pedestrian-friendly streets' (Ramallah-Al-Bireh Urban Area), iii) developing a network of 'complete streets' with light traffic-junction management and street redevelopment (Hebron Urban Area), and iv) improvements to the bus transit system (Nablus Urban Area), v) Cardboard Separation Project (including the facility, Central Cardboard Baler Machine, and Public Awareness Campaign- (Bethlehem Urban area)

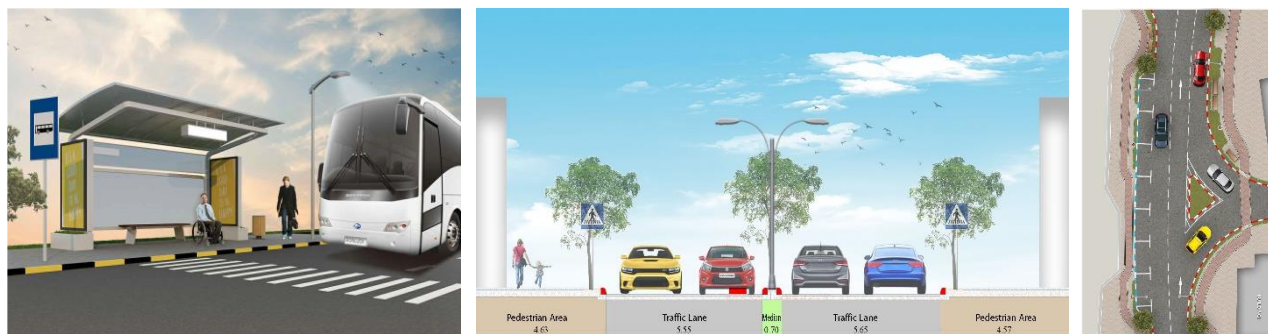


These projects aim to create a stimulus for urban regeneration through placemaking and urban design that targets key public spaces and central corridors to each urban area.

As a requirement, the safeguards team conducted a round of public consultation sessions in October, November, and December 2020 for the five targeted urban areas in West Bank and Gaza Strip. For each consultation session, representatives of different institutions were invited, such as municipalities, ministries, NGOs of women and disabled people, youth groups, and local community representatives. During each consultation session, a presentation about the pilot project was provided; it included a general overview of the pilot project components, layouts, and the GRM channels. Consultation meetings were conducted using a blend of traditional and digital outreach; hence, these consultations came at an early stage before the design of pilot projects to reflect some of the public and stakeholders' reflections on the design and get their feedback and concerns. Within the COVID-19 public health emergency, the consultation meetings were conducted in compliance with the Bank's note on "Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings."



In June 2021 a LTC “Local Technical Consultant” was contacted to fulfill the scope on this assignment, the LTC had completed the urban analysis (Micro and Macro scale analysis) for all areas, and the primitive designs have been delivered and are currently under revision by the team and the World Bank. Later, the BOQ’s along with the final designs will be delivered to start the implementation works in Q1 2022.



Sub-component 1.2 and 1.3 Demand-Driven Customized Support for Urban Growth Planning West Bank Urban Areas and Gaza Urban area

Further discussions were organized with the technical representatives of the urban areas LGUs, and the work plan is being updated to keep up with any changes.

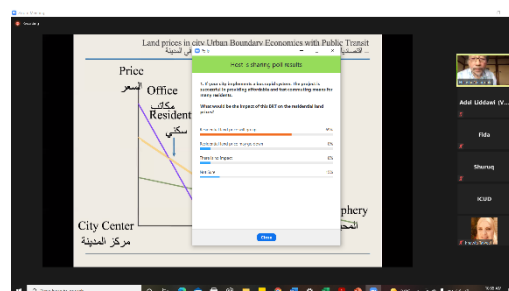
Capacity-building: which is one of the important activities that was carried out by ICUD:

During the period (2018 -mid 2021), ICUD implemented/supported the implementation of 20 training courses, targeting in total 343 trainees (part of trainees had more than one training) covering all urban areas participating in the project, ICUD coordinators, and MoLG representatives. These courses cover a total of **1259 Person - days**.

Geographically, 15 were internally, and there were individuals abroad for selected trainees from Gaza, Ramallah Al Bireh, and Hebron. And one training was for all of the urban areas targeting 40 trainees in urban planning and transportation.

During Covid and due to the limitations, the training events were paused, on the other hand a series of experiences exchange meetings were launched in 2021, where the first cycle was held with one session for each urban area, and the sessions of the second cycle have just begun starting with Ramallah /Al-Bireh urban area.

Proceeding from the importance of developing and training local authorities and involving them in the urban growth plan that aims to increase the interaction of these bodies, **a series of Practical Training sessions on Urban Planning sessions were held virtually** under the supervision of the Japanese urban Planner Mr. Hiroshi Nishimaki, that started in April and ended in June, through which eleven training sessions in an effort to provide the attendees with a set of planning tools to work with the development of urban plans at different levels while basing on the principles of urban economics. The course acquainted the attendees with the principles of how the market mechanism determines location choices and property development, which reflect the reality of urban development. The course also explored the ways to create plans that serve as a basis to integrate sector-based plans such as transportation and utility plans.



Solar Pilot Project to develop solar energy usage at the LGU level and, in turn, improve energy efficiency and climate co-benefits as identified by the UGS is underway. An Individual Consultant was contracted on 25th of June 2021 for a nine-month duration to full fill the following:

- Initiation and Assessment Phase
- Design and Bidding Phase
- Implementation and Installation Phase
- Building Capacity and Awareness for LGUs Phase

By December 2021, assessment of the most suitable locations and the stage of analysis and evaluation of the targeted places was completed, the tenders were prepared with the needed drawing, specifications and BOQs. The opening for the tender (insulation will be carried out by contracting a supplier) will be early Jan 2022 with 4-month installation.

The following detailed activities have been implemented in urban areas:

Ramallah-AlBireh Urban Area



TRANSCAD/ Traffic Modelling Training was implemented in Jan 2020

An intensive training course was Implement in Advanced Trans CAD Transportation Modeling Training with the following specifications:

Traffic and Transportation Plans: Follow up discussions were organized with the technical coordination committee of the urban area, WB, through joint and bilateral meetings to realize the final notes done by the WB on the prepared TORs for both studies of the comprehensive public transport plan and the Extension of the Transportation Plan of the three cities: Ramallah Al-Bireh, and Betunia to include Surda -Abu Qash (this assignment was done in 2019).



For the Comprehensive Public Transportation Master Plan

The contract was signed on 5 Nov 2019 for one-year. A first technical workshop as planned according to the project plan was conducted on March-2020 with the participation of representatives of key stakeholders representing MOLG, RABSA LGUs (from both technical and steering committees), MOT, HTC, and local community representatives like Taxi Drivers Association, and the Association of the Bus And Taxis Owners, the representatives of the students as main public transportation users from two main adjacent universities in RABSA urban center, were invited but unfortunately didn't participated for unknown reasons.



Another meeting that joined the steering committee of RABSA (mayors and city directors), the deputy minister of MOLG, the ICUD team, and the consultant was suggested by and ICUD team for creating a joint understanding of the outputs between these key higher managerial and political levels and obtain the needed political support for both preparation and implementation, it was planned to be held on 5th of March, 2020 but unfortunately was canceled because of Covid-19 safety procedures that suddenly proceeded as a response of the government to the pandemic.



After that, the consultant launched the data collection phase, including field Inventory, interviews with stakeholders, traffic Volume and classification, frequency and visual occupancy, vehicle speed survey, onboard interviews, boarding and alighting, and shared-taxi passengers' interviews. This phase was divided into two stages due to the lockdown so that 80% of the data was collected until the end of June 2020. These data were coded in the proper format and started inclusion into the model.

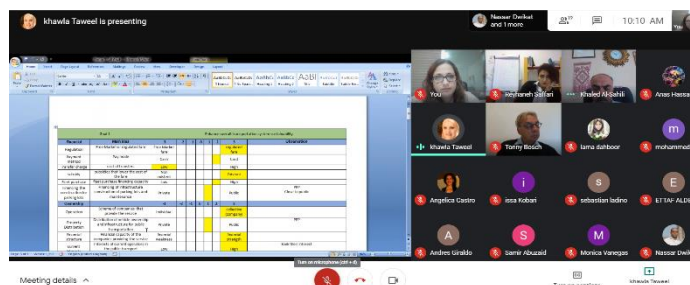
According to the project plan, the second workshop was conducted virtually in September through two sessions on the September 2020. The workshop was attended by the whole technical committee forming the key stakeholders from the LGUs, the MOLG, the MOT, and the HCT.

The workshop was followed by at least two meetings that joined a higher managerial level in the 4 LGUs to present the progress for them and take into consideration their comments.

The project's time frame was extended upon the consultant's request and the approvals of the key parts to overcome the delays caused by the lockdown due to Covid 19 that affected the start up phases of the project during April and May.



During Q1-Q2-2021, two draft copies of the final deliverables were discussed till the final editions were concluded; the discussion was built on that the final document must be more practical, giving the LGUs and key players an easily readable document that could be the reference for any future interventions within their plans, with clear strategies and timeframes and recommendations. The final deliverables were divided into three main volumes:



- Volume 1 Modeling and Scenarios, that concluded the modeling of different scenarios with their parameters, and recommending the preferred scenario based on its higher outputs,
- Volume 2 Pre-Feasibility Analysis concluded the general social, environmental, technological, and operational aspects of the preferred scenario.
- Volume 3 Master Plan concluded the general layout of the system with org, soft and hardware aspects of the system that will support the sustainable public transportation system's achievement with the needed exact strategies and timeframes with their needed annexes of maps, figures, and other details.



The consultant presented the final deliverables to the steering committee, including higher representatives of RABSA, MOLG, MOT, HTC, MDLF and the World Bank at the beginning of June. The committee approved the deliverables with some notes to be taken into consideration: to elaborate more on the institutional aspect regarding establishing a joint body for the management of the public transportation in the RABSA urban area, define a list of the prior interventions that are needed to be done, the final deliverables were approved technically by the technical team and the ICUD team.



Several follow-ups were done to gain the political approval of the plan, including the prime minister and ministry partners, and LGUs councils, in addition to preparing for launching the plan as a kind of marketing and communication step to gain more support and mobilization resources.

The plan was presented in October 2021 to higher representatives of partner ministries, Prime minister representative, and donors for more mobilization of resources and gaining the needed political support.

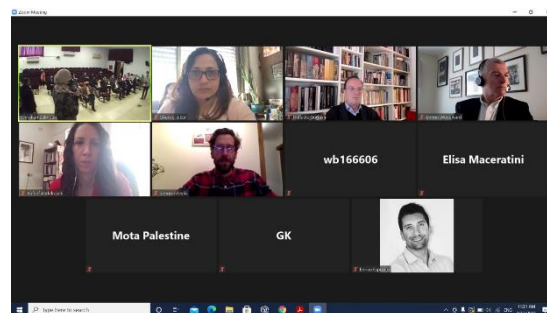
In parallel, the plan was submitted by the MOLG to the prime minister asking for the needed support for the plan and its implementation, and the endorsement of one of the most important steps in the ORG-ware of the system suggested by the consultant and approved by the partners; particularly, establishing the Joint Body that will be responsible of following up the implementation of the plan and managing the public transportation service in the Urban Area of RABSA. The reply was received later by the MOLG providing the endorsement of forming a Joint committee of the suggested representatives which include the MOLG, MOT, the 4 LGUs of RABS.

Following up on that, Bi-lateral internal discussion between ICUD supervisor, MOLG deputy minister and the coordinator of RABSA, the general consensus was to figure out the best ways to integrate this committee with the work already in process in the institutionalization of the JCU.

Hebron & Nablus Urban Area

Hebron and Nablus GIS training: these training modules, HUA LGUs' GIS specialists will assist each other in establishing GIS databases in Taffuh and Beit Kahel LGUs and developing current databases on the other LGUs through GIS specialized groups.

The Analysis of Transport Development in Hebron and Nablus Urban Area which was done in 2019 with direct participation and involvement by the urban area LGUs. Several meetings, workshops, and discussion were done by contacting a local consultant, the study had assessed the current traffic conditions between the LGUs and the need for enhancements of roads.



Bethlehem Urban Area

In Bethlehem Urban Area, follow-up discussions were organized with the technical committee of the urban area to develop **Sustainable Tourism Plan** during Q3-Q4 2019.

In April 2021, an introductory meeting was held at the Peace Centre Hall/Bethlehem municipality for the technical and the steering committees and the local team of the consultant, in addition to the international team by the video conference. The consultant team members were introduced to the attendees, and the assignment's anticipated methodology and work plan was presented.

In July 2021, the consultant submitted the Background Sectoral and Urban Analysis report. A workshop for the steering and the technical committees was held in the same month, to present the results of the Background Sectoral and Urban Analysis Phase and to plan and prepare the vision of the urban area based on the feedback from the steering and technical committees in the workshop.

In November 2021, an updated vision was submitted to the ICUD team based on their feedback and comments on the background sectoral and urban analysis report. By the end of November 2021, another workshop took place for the steering and technical committees to present the proposed planned vision for BUA, including the six strategic goals for success and the proposed scenarios; the consultant presented two scenarios, including two different approaches, and the committees requested time to review the summary of the two scenarios so they can choose one wisely.



Cardboard Separation Project Pilot project: after several discussions with the technical and steering committee, the Cardboard Separation Project was selected for the urban area. The pilot project will lead to reduce the landfilling cost on the LGUs in the urban area and improve the environmental impacts. In addition to making the urban area more touristic and environmentally friendly, which is in line with the urban area's vision of creating a Well-Organized Tourist, Economic, Cultural and Secure Centre.

The project has three components (Each Component of the project has a TOR, and the three TORs were drafted, finalized, and cleared by the World Bank). The procurement started January 2021 and two contracts were signed:

- The Building of the Cardboard and Paper Sorting Facility: the contract was signed in April 2021 with Diyar Consultant Company for a duration of 6 months for the design and the supervision on the implementation of the Cardboard and Paper Sorting Facility that will take place at the location of the Joint Service Council for Solid Waste Management in Bethlehem Governorate. (This assignment was terminated after the designs and tenders were done, due to failure to handle the site by the JSC).
- Public Awareness Campaign-Cardboard and Paper Sorting: the contract was signed in May 2021 for a duration of 3 months (extended for extra 3 months) the communication strategy and social activities/work plan was submitted to the ICUD team and the latter was reviewed accordingly.
- Central Cardboard Baler Machine. (Specification is ready, waiting to finish the facility construction or agree on another location)





Gaza Urban area (Sub-component 1.3

Demand-Driven Customized Support for Urban Growth Planning Gaza Urban Area)

Data Collection, Spatial and Sectoral Assessment assignment - as phase one of the City Development Plan Preparation –with technical supervision from ICUD- was launched in October 2019 and finalized in May 2020.

The team of Gaza and ICUD team updated the work plan as follows:

- **For the Pilot Project: Development of Gaza Municipality Central Park:** The final designs were delivered with the elements required by the consultant, where the park was analyzed, and after the analysis process, a list of elements was reached, which were discussed and agreed to start the tendering and implementation phase in Jan 2022.
- **Gaza City Development Plan GCDP:** After the team finalized the scope and the TOR, this assignment was launched in the last quarter of 2021 by the ICUD international adviser and with the support of local consultant where the Inception Report was submitted and reviewed, this scope of the plan mainly covers the following :
 - A strategic framework to guide future development activity.
 - An Infrastructure Delivery Plan that informs capital investment planning and delivery.
 - A basis for the development of more detailed planning strategies (e.g. future master plan).

- **City Center Development Plan CCDP:** the city center is the most active part of Gaza city. It is the hub of economic and institutional activities, and the users from other cities visit the area daily. The concentration of activities and usages in the city center leads to emerging urban problems such as traffic congestion, air pollution, lack of open spaces, etc. That makes the development of the Gaza city center an urgent need to tackle the current challenges and optimize the potentials in the area. The development plan provides close attention to the city center users to satisfy their real needs and visions.

The contract was signed with a local consultation in Dec 2021, who presented comprehensive analysis of the city center, explaining the steps of the project's work, its objectives, and its importance, emphasizing the need for the project to overlap with the development of Gaza City.

- **Supporting Gaza municipality through the provision of equipment and goods to strengthen capacities to plan for sustainable urban growth:**

- Aerial photography: using a Drones, the main expected results of the city aerial photo are:

- 2.5 cm/pixels resolution aerial photo.
- 3D Photo
- Point cloud Image
- 6 months: Sep 2021 - March 2022
- Late start (Needed Coordination and primates)
- 2-month extension (due to the late start and the weather conditions)





- 15% progress (8 Km out of 45 Km if we take out the Borders
- Equipment/Goods: Done
- **Solar Pilot Project** to develop solar energy usage at the LGU level and, in turn, improve energy efficiency and climate co-benefits as identified by the UGS is underway. Locations were assigned to Rashad Al-Shawwa center and solar panels to be purchased and installed in Q1-Q2 2022.

7.5 Anticipated Activities

Sub-component 1.1.

Structured Capacity Development Support for Urban Growth Planning

Milestone I

Establish and Maintain Intra Urban Area Coordination Mechanism

- Proceed in discussions and details of the agreement, bylaw, and fields of work, aiming to officially establish the new Joint planning Councils and endorse them by the Minister.
- A new local institutional development consultant will start his/her assignment in late Jan 2022 to be completed by April 2022. The consultant will visit each urban area, customize draft copies of these needed documents, and finalize it with the support of ICUD staff.
- A legal revision for the generated document by the consultant will be conducted, then H.E. The Minister of MoLG will announce the establishment of the (Higher Council of Joint Cooperation and Planning) in each Urban Area.
- After that, a comprehensive strategic plan should be done for each council to put the work on track; this should be done in Q1 – Q2 2022.
 - Other needed supporting documents (Financial and Administrative Manuals) can be done as a final step, if possible, upon the availability of the remaining time and budget of the project and the completion of previous steps.

Milestone II.

Complete Baseline Assessment of Existing Urban Extent

Urban data assessment analysis report was prepared: the report includes Introduction, the progress of baseline assessment of the existing urban extent, status in each urban area, main data sources, and main challenges.

Phase Two Design and Development the shared database under progress and it is planned to be finalized by end June 2022.

Milestone III.

Complete Exercise to Develop Cost Analyzed Urban Growth Scenarios

ICUD team will continue implementing some of the activities proposed in the communication and dissemination plan for the UP-Tool which was discussed with the WB. It set out communication tools and dissemination activities to increase the visibility of the UP-Tool and ensure it is integrated into the decision-making process in the internal environment of targeted urban areas. The plan's strategy was designed to effectively disseminate the collected knowledge in the preceding UP-Tool exercise using a tailor-made dissemination approach, which targeted a specified audience to communicate a customized message through a specialized tool.

Milestone IV

Modify Respective Member LGU's Plans Based on the Optimum Urban Growth Scenario

- Follow up on the updated work plan 2021-2022.



- Follow up the preparation and Finalization of the JSSIP “Joint Spatial Strategic and Investment Plan for the five targeted urban areas” by end June 2022.
- Finalize the Design and Tendering for the Sustainable Urban Growth Pilot Projects in Gaza, Hebron, Ramallah-Al-Bireh, and Nablus Urban Areas by Jan-Feb 2022 and start the next phase (implementation phase in Feb 2022).

Sub-component 1.2.

Demand-Driven Customized Support for Urban Growth Planning for the West Bank Urban Areas

The Following activities are anticipated according to the work plan:

- After closing the SESA assignment and completing all the expected deliverables, the team with the support of the World Bank will start the dissemination of SESA as a planning tool by organizing the needed orientation sessions.
- Following up the preparation and finalization of the Sustainable Tourism Development Plan for BUA, the contract is anticipated to be closed by April 2022.
- Follow up the installation of the Solar Pilot Project for all the target urban areas, the tenders will be submitted and evaluated by Jan 2022 and starting the installation ASAP, it is anticipated to be completed no later than May 2022.
- Launch the procurement process for the remaining small activities.

Sub-component 1.3.

Demand-Driven Customized Support for Urban Growth Planning for Gaza Urban Area

The Following activities are anticipated:

- Follow up and Finalize the City center Development Plan by end May 2022.
- Follow up and finalize the Gaza City Development Plan by mid-June 2022.
- Finalize the three components for the needed Supporting Gaza municipality through the provision of equipment and goods to strengthen capacities to plan for sustainable urban growth and start the purchase procedures:
 - Aerial photo: by May 2021
 - Equipment: part was done and the other part will start the tendering Feb 2022.

7.6 Results Framework

Updates to the RF were agreed on by the World Bank, MDLF, and PIU during ICUD’s mid-term review which can be illustrated as follows:

Table 52: Target Vs. Achievements of the Indicators

PDO Indicators by Objectives / Outcomes

Project Development Objective Indicators				
► Direct project beneficiaries (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	95.00	95.00	353,506.00
Date	07-May-2016	28-Oct-2021	05-Jan- 2022	30-Jun-2022
Comments:	Current direct beneficiaries was expanded under the April 2021 restructuring to include and measure the number of citizens within the catchment area of the newly added works activities that will directly benefit. Results are not expected before FY22 Q3 and Q4.			



□ Female beneficiaries (Percentage, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	40	40	30.00

► Number of plans developed that are informed by the results of the urban growth scenarios (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	9.00	10.00
Date	07-May-2016	28-Oct-2021	05 Jan 2022	30-Jun-2022

Comments: (i) Transportation Assessment for Nablus; (ii) Transportation Assessment for Hebron; (iii) Traffic Assessment for Surda-Abu Qash; (iv) Public Transportation Plan for Ramallah-Al Bireh Urban Area; (v) SESA-Ramallah-Al Bireh Urban Area; (vi) SESA- Nablus Urban Area; (vii) SESA-Bethlehem Urban Area; (viii) SESA-Hebron Urban Area; and (ix) SESA - Gaza City.

4 JOINT STRATEGIC SPATIAL AND INVESTMENT PLAN are also under development that will directly build on the findings of the Urban Growth Scenarios (UGSs) produced under ICUD and will delineate the main public services and facilities. The JSSIPs were contingent on the SESA which was significantly delayed by the pandemic. The activity has been launched with results expected in FY22 Q4.

In addition to the Gaza city Development Plan and Gaza City Center Development Plan

► Number of urban areas that develop cost-analyzed scenarios for urban growth and disclose them to the public (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	5.00	5.00	5.00
Date	07-May-2016	28-Oct-2021	05 Jan 2022	30-Jun-2022

Comments: All five urban areas completed their cost analyzed scenarios for urban growth in April 2019, and they have been disclosed to the public: national workshop, publications, public access to the online tool.

► Number of indirect beneficiaries (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	1,136,000.00	1,136,000.00
Date	01-Feb-2021	28-Oct-2021	05 Jan 2022	30-Jun-2022

► Number of urban pilot interventions implemented that are informed by the results of urban growth scenarios (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	01-Feb-2021	28-Oct-2021	05 Jan 2022	30-Jun-2022

Comments: This activity was just added under the April 2021 Restructuring. Pilots are expected to be completed between FY22 Q2-Q4.



Intermediate Results Indicators by Components

Component No. 1: Planning for Sustainable Urban Growth				
► Number of urban areas that complete baseline assessments (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	5.00	5.00	5.00
Date	16-Oct-2020	28-Oct-2021	05 Jan 2022	30-Jun-2022
► Number of participating urban areas that establish and actively maintain an intra-urban area coordination mechanism for the life of the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	4.00	4.00	4.00
Date	07-May-2016	28-Oct-2021	05 Jan 2022	30-Jun-2022
► Number of person-days training conducted in urban development and planning related subjects (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1267	1312	1,400
Date	01-Feb-2021	28-Oct-2021	05 Jan 2022	30-Jun-2022

7.7 Obstacles and Challenges

- Since March 2020, the COVID-19 pandemic emergency put its shadows on many Project activities, and working with targeted LGUs became challenging because of the frequent lockdowns and restrictions of movement. The situation interrupted the work of the municipalities and overwhelmed them with services for emergency and sanitation. Ongoing and future activities were inevitably be impacted by the COVID-19 crisis.
- LGUs' capacities vary, specifically in planning, including urban analysis and integrated planning. In a substantial number of LGUs, there is an absence of planners among the LGU technical teams, which makes conveying concepts of sustainable urban growth, smart cities, compact development, etc., slightly challenging.
- Lack of urban data and analysis (in some cases, even the basic analysis) at most LGUs met during the "data availability assessment phase" affected the development of the urban growth scenario exercise. Moreover, there are significant gaps among the LGUs of the same urban area regarding GIS availability, capacity, data accuracy and quality. In the data collection process, there was a delay in providing available data either from the LGUs or other sources.
- The availability of Urban Data at the level of LGUs is very limited, especially in the village councils, all Urban Data at the street/neighborhood level is not available and most of the information is recovered through estimations.
- Delay in implementing the concept of shared GIS database due to lack of availability of GIS and IT staff among the LGUs. In all cases, there is a need to get a commitment from the management of the municipality for the planning process and to establish a GIS team within the municipality.



- Competitiveness between the different municipalities is high especially among big municipalities, notability over other smaller ones and of course, the village councils. This makes it problematic in making them all meet and work together on the same level.
- Delay in project activities implementation (due to MOLG prolonged needed time) showed mistrust of municipal technical teams and mayors and diminished the project's importance.
- The concept of urban growth is new in the Palestinian areas, often not well understood even after launching the activities.
- Many issues were raised related to sustaining cooperation among the UCs, the ownership of the JCUs that were established, and the outputs of the exercise.
- Some LGUs have no planning department. Thus, establishing planning departments should be considered in some LGUs in parallel with the institutionalization process.
- The resignation of the Bethlehem local coordinator, which kept the urban area slightly behind in keeping up with the required activities, especially for sub-component 1.2. The ICUD core team covered most of the needed activities with direct support from the MOLG Bethlehem office coordinator.
- The changing councils of LGUs that comprises the UCs due to the elections which caused implications on the ownership of the project and its outputs.



8. Multi-site Regeneration Project for Jericho

8.1 Project Overview

The "Multi-site Regeneration Project for Jericho, Palestine", is currently implemented as part of the technical assistance program by the French Development Agency (AFD), with funding from the European Union -the funds of the Investment Facility for the Neighborhoods (IVF), and in conjunction with partners from the UPFI initiative "Urban Projects Finance Initiative".

The MSR Jericho Project aims at enhancing the economic development of the city through the process of "re localization and rehabilitation" of key infrastructures. The project which was prepared under the Urban Project Finance Initiative (UPFI), promotes an integrated urban approach to optimize public land management, to upgrade key infrastructures, and to strengthen the management capacities of the municipality related to the enforcement of national health policies and to improve its financial accountability. The rehabilitated infrastructures are the slaughterhouse, the Spanish Garden, and the Municipal garage, all of which shall contribute to supporting the main city's economic activities (tourism and farming).

8.2 Project Description

The fund of MSR Jericho is 6.2 million Euro out of 10.2 million Euro of fund granted to MDLF for MDP III and MSR Jericho project according to the financial agreement signed between AFD and Ministry of Finance on April 26th, 2017.

The project Agreement between MDLF and Ministry of Finance was signed on August 7th, 2017, followed by a Grant Implementation Agreement with Jericho Municipality which was signed on November 16th, 2017. The project Agreement between MDLF and Jericho Municipality was signed on November 16th, 2017.

The project Operation Manual was prepared by MDLF, containing technical, financial, procurement and monitoring and evaluation of the project.

MDLF is responsible for managing the project with a team that includes a project coordinator, a technical expert, a financial expert, a procurement expert, and an environmental and social specialist. Furthermore, Jericho municipality has assigned a project coordinator to be part of the project committee to ensure the facilitation of proper implementation of all activities and part of the Project committee.

The project includes the following subcomponent:

- **Subcomponent (a): Slaughterhouse**

This component includes the construction of new slaughterhouse and remediation works for the old slaughterhouse. The new slaughterhouse is aimed at providing efficient, professional, hygienic and humane slaughtering service at a competitive price for farmers, butchers, and other customers in Jericho and adjacent Palestinian towns and communities. It is aimed that this would be achieved without creating adverse environmental or social hazards. The project will include two major buildings: one for slaughtering cattle such as sheep and goats and the other for slaughtering poultry. Office accommodation will also be provided within the envelope of the largest building, used for cattle (sheep/goats), in addition to supplying the Equipment for the Cattle Slaughterhouse and Supplying of Equipment for the Poultry Slaughterhouse.

For operating the slaughterhouse, a Slaughterhouse Steering Committee (SSC) will be assigned by the municipality to supervise and advise both partners. It will be composed of representatives from the municipality, the private operator, but also from butchers and farmers, as well as from the Public Health Committee, whose exact role will be detailed in a lease agreement.

Remediation works at the old slaughterhouse will commence as soon the new slaughterhouse handed over and operation started.



▪ Subcomponent (b) Municipal Garage

This component includes the construction of a new garage and remediation works for the old garage. The main garage will be an L-shaped single-story, large-span building (approximately 1,710 m² in area). A new one-story amenity building (approximately 437m²) is positioned on the south side of the site. It contains a canteen, changing/washrooms, and office accommodation. External areas include car parking, yard space, planting, and access roads.

- Rehabilitation of the Municipal Garage Road (under MDPIICI) Rehabilitation and asphaltting of the main road that leads to the Garage 2 km length with avg. width of 5.5. The final amount of the works 198188 Euro.
- Extension of the Spanish Garden (under MDP IIICII): The extension of the Garden onto the lands currently occupied by the Municipal Garage, the MSR project offers the opportunity to enhance substantially the role of the Spanish Garden as a place of leisure in the heart of the city.

▪ Subcomponent c: Technical Assistance

This component includes a technical assistance program, which includes the supervision of work and management fees to MDLF, in addition to training and capacity building to support the implementation of the municipal action plan on mitigating illegal slaughtering processes.

MDLF will support Jericho Municipality in implementing designated activities defined under subcomponent C the technical assistance.

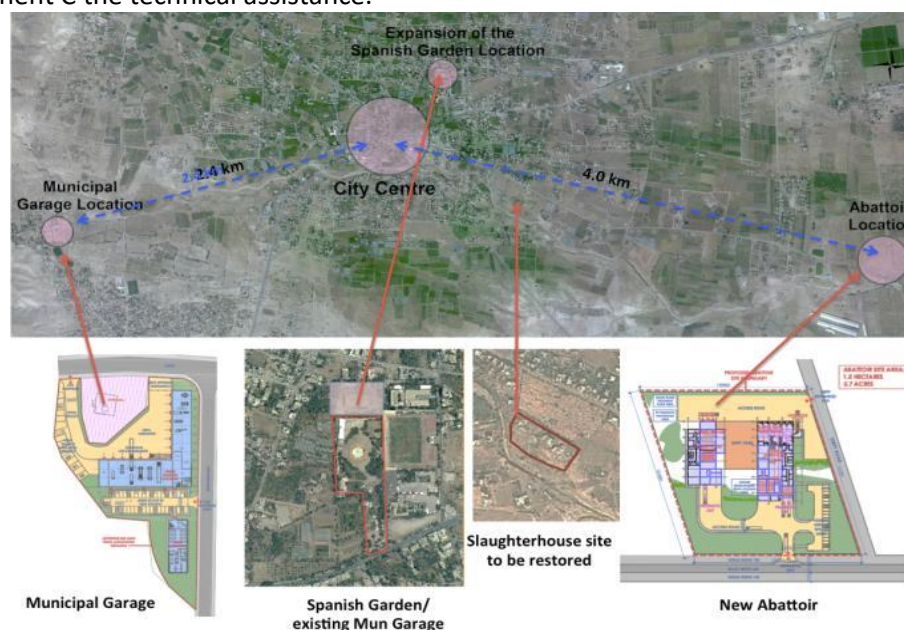


Figure (8): MSR Jericho Project Components, (Final Report INTA, CEP, 2016)

8.3 Implementation Status and Upcoming Action

This section highlights the project's technical progress until the end of Dec.2021. Noting that all the parties; MDLF, Jericho Municipality, and the donor are aware of the challenges and has worked together to overcome all issues through discussions.

8.3.1 Progress of Main Contracts

8.3.1.1 Slaughterhouse Construction

The concept design has been based on the consultant revision of the slaughtering capacities where:

- The capacities over 20 years design period are reflected below:

Livestock/Slaughtering Capacity	Capacity (Animal/week)
Poultry	15,000 (500 bird/hour)
Cattle	35
Sheep	150

- This capacity has been based on projecting the slaughtering demand according to the served citizens, in addition to taking into account the market share, market competence, and awareness of illegal slaughtering.
- The additional risk factor was taken to propose the potential expansion of the Cold Rooms and the Operation Hours of the Slaughterhouse facility to overcome the low risk of overcapacity.
- Jericho Slaughterhouse will be designed and constructed on leased land of size 19,000 m², using 4,000 m² located in the southeast of Jericho City. The Concept design proposed two buildings to a total area of approximately 2200 m², besides, parking area, Holding Pens, and Landscaping. For Infrastructure facilities: the project includes a Wastewater treatment plant, blood treatment, Incinerator, potable water connection pipe, wastewater disposal pipe, and other facilities.
- The project retendered and was awarded on November 02, 2021, the project is now in process with total 3,540,000 EURO



Pre-bid meeting site visit

8.3.1.2 Municipal Garage Construction

- Initial Contract Amount: 1,283,690 Euro
- Commencement Date: July 22nd, 2018
- The Second Contract Amendment: 1,453,971.33 Euro
- The First Extension was to April 22th, 2019.
- Second Extension end date: June 25th, 2019
- The project has been initially handed over on September 11th, 2019, Final handing over took place on November 13th, 2019.



- The project has been implemented over 14 months, with various delays due to challenges in transferring the high voltage electricity cable as well as the contractor's slow progress in construction.



The Municipal Garage



The Municipal Garage

- **Rehabilitation of the Municipal Garage Road (under MDPIICI)**
The rehabilitation and asphaltting of the main road leading to the Garage in a total length (2 km) was completed with a total amount EUR 198,188.



Municipal Garage road



- **HV Cable Relocation sub-component:**

MDLF and Jericho Municipality have allocated 51,287 Euro from MDP III Cycle 1 to recruit JEDCO to construct the electricity service network feeding the Municipal Garage facility, although the contract was signed early January 2019, the project was commenced in April 2019 and the connection was accomplished on June 30, 2019. The delay in this sub-component affected the work status at the Municipal Garage Construction.

- **Environmental and Social Monitoring during construction stage:**

The contractor prepared a safety plan at the earliest stage of the project; it's been reviewed and approved.

Environmental and social compliance is monitored regularly and reported in monthly progress reports noting that the contractor abided and complied with the project ESMP and safety plan expect of certain incidents where environmental notes were issued.

The contractor complied with occupational health and environmental control measures on site where adequate sanitary facilities, first aid kit, adequate water supply, proper closure of the site, presence of approved dumping site and proper disposal of waste, proper PPE, proper fall protection, regular control of dust, regular working hours were followed during the construction period.

Socially; the municipality conducted a consultation meeting with neighbors before the commencement of works where proper mitigation measures and working hours were discussed with neighbors.

Although, a few days after commencement the project has been stopped for a few days following to receiving verbal complaints of no. of citizens who claimed to use dirt road passing the western part of the site. Jericho municipality has conducted consultation meetings with affected persons and agreed to exclude that part of the project and maintain temporary access for those complainants. Supplementary safety measures to the new boundary were set.

Another issue of relocating honey boxes that were recently placed at the site has been verbally raised. The municipality consulted the owner and agreed to place the boxes out of the site.



8.3.1.3 Old Municipal Garage Remediation (Renamed to Extension of Spanish garden and Remediation of the Old Garage)

- Old Municipal Garage Remediation funding was agreed to be allocated through MDP III Cycle 1 rather than the Project.
- On the other hand, due to the progress delay, this component had been integrated into the Spanish Garden Extension Project that was agreed to be financed through MDP III



Cycle 2. This decision was made to ensure defining correct and strict remediation actions related to the Spanish Garden extension components.

- The Spanish Garden Extension Terms of Reference had been revised to include scope for remediation works (revision of the lab test results, demolition requirements, dismantling and disposal of asbestos conditions, potential impacts coming up from the new design, etc...).

8.3.2 Work supervision and Environmental and Social Monitoring

- Progress on Contract Management:
 - The contract was signed March 25th, 2018 with an amount: 250,583 Euro.
 - First Amendment to include the additional scope of works with regards to the Slaughterhouse Construction component was signed on January 3rd, 2019 with an amended contract value of EUR 270,064.
 - The second Amendment included an additional scope of works to provide an additional scope of work to the Slaughterhouse Construction component. The amendment was signed on July 11th, 2019 with a contract value of EUR 329,689.
- As the Slaughterhouse Construction Projects are expected to commence in February 2020, the expected end of the contract date for supervision would be October 21st, 2021 instead of January 2nd, 2020. Where (6 months' duration for Municipal Garage and 18 months' duration for the slaughterhouse construction, in addition to 2 months for the remediation of the old slaughterhouse site).
- The consultant has finalized supervision for the Municipal Garage Construction
- The consultant has prepared Concept Design and draft bidding documents for Design Supply and Install the Slaughterhouse. Details of progress are included in the Slaughterhouse Construction section.

8.3.3 Jericho Municipality Components

The Municipality inaugurated the Garage in an official ceremony. Accompanied to finalizing the transfer of all departments to the new garage, where stores have already been transferred and operated. Full operation is expected by the end of February.

The Municipality will work closely with MDLF to update the Auction document, updating the awareness plan and other future collaboration to operate and raise the capacity of the municipality to efficiently operated the Slaughterhouse.



8.4 Mitigation Measures for Fund Allocation

- The project components of the construction of Municipal Garage and the Construction of Slaughterhouse faced a delay in different stages, in addition to a deficit of financial availability, however, all these issues have been solved after proposing the new Slaughterhouse Construction Method. In addition to what measure been taken at the early stages by reducing the scope of work at the Municipal Garage Construction Project,



using MDP III cycle 1 allocation for relocating the HV cable, and the rehabilitation of the access road to the New Municipal garage.

- The remediation of the old Municipal Garage site will be financed through the integration of remaining funds from MDP III cycle 1 with MDP III cycle 2 allocations to ensure proper integration for remediation and design of the extension of the Spanish Garden.
- Financing the Electricity Connection to serve the Slaughterhouse will be financed through the project.
- The rehabilitation of the Internal Roads to access the Municipal Garage is approved to be financed through MDP III Cycle 1.

8.5 Challenges and Obstacles

- The project components of the construction of Municipal Garage and the Construction of Slaughterhouse faced a major delay due to the lack of information regarding water, wastewater, and electricity service connections. Further to the delay in providing the required utility components design. Afterward; a major issue was the deficit of funding to implement those utilities as hasn't been encountered in project proposal at the start. To overcome the financial issue, MDLF proposed a financial methodology correlating potential capability and utilization of MDPIII cycle 1 allocation, this proposal was discussed with Jericho Municipality and the AFD as follows:
- The proposal states that the municipality is to finance the remediation of the old Municipal Garage site.
- MDPIII Cycle 1 allocation will be utilized to:
 - Finance the electrical connections for the Municipal Garage.
 - Finance connection of electrical connection to serve Slaughterhouse project in case deficit of fund after the Slaughterhouse Construction bid opening
 - Finance the water connection for the Slaughterhouse project in case the deficit of fund after the Slaughterhouse Construction bid opening.
- The project components of the construction of Municipal Garage and the Construction of Slaughterhouse faced a delay in different stages, in addition to a deficit of financial availability, however, all these issues have been solved after proposing the new Slaughterhouse Construction Method. In addition to what measure been taken at the early stages by reducing the scope of work at the Municipal Garage Construction Project, using MDP III cycle 1 allocation for relocating the HV cable, and the rehabilitation of the access road to the New Municipal garage.
- The remediation of the old Municipal Garage site will be financed through the integration of remaining funds from MDP III cycle 1 with MDP III cycle 2 allocations to ensure proper integration for remediation and design of the extension of the Spanish Garden.
- Upon agreement; the Extension of the Spanish Garden was agreed to be shifted to MDPIII cycle2.
- An additional challenge was the delay in finalizing the auction documents at Jericho Municipality, which was supposed to have been launched prior to the commencement of works at the Slaughterhouse Construction Project, for that reason, the Municipality has been advised to dedicate its teams to finalize it during early August of 2018.
- Due to the delay in implementing activities, it was recommended that the project agreement to be extended in order to cope with the project timeframe.



9. Local Government Service Improvement Project (LGSIP)

9.1 Introduction

The Palestinian Authority made a strategic choice to reform key areas of its Village Support Program, focusing on institutional strengthening and reforming the financing mechanism to improve services delivery in villages. With support from the World Bank and other Development Partners, the PA developed the Local Government and Services Improvement Program (LGSIP) to respond to the institutional and financial challenges that VCs face. The LGSIP focusses attention on VCs' service delivery responsibilities and provides technical, institutional and financial support to VCs through combining PA budgetary support and specific Technical Assistance (TA) and investment support by Development Partners "DPs".

The LGSIP channels budgetary resources, including the Transportation Fee, and earmarked subsidies to the MoLG for infrastructure development in villages. An integral element of this approach is the PA's intention to reform the local government financing system, through a reform of the Transportation Fee allocation and disbursement mechanism.

LGSIP will assist the PA in establishing a systematic approach for strengthening the institutional systems for viable local authorities that can provide services to their citizens responsibly and can be financially sustainable in the future.

9.2 LGSIP Description

The development objective of LGSIP is to strengthen the local government financing system and improve local service delivery in program villages. The program builds upon the PA's Village Support Program objective of enhancing local accountability through improving stakeholder participation and strengthening of institutional systems and processes for citizen engagement. The program introduces the allocation of transparent and predictable fiscal transfers to VCs to finance implementation of participatory capital investment plans. The program will also strengthen local accountability through enhanced reporting to citizens and strengthened the grievance process.

The LGSIP comprises delivering infrastructure at the village level through combining investment support in the 241 VCs with specific support to the investment requirements in "Area C", coupled with implementation arrangements to address VC capacity constraints. The LGSIP has a five-year duration from 2016 to 2020 and comprises the following components:

- (i)** Annual capital grants for the delivery of Local Services: Provides local services through village councils, through allocating certain amounts of funds based on the population of each village council which, deemed eligible. The allocated amounts are then used to implement projects in the village councils as per priorities stated in the development plans of these villages.
- (ii)** Conditional Capital Grants for investment in Joint Projects: Provides infrastructure through joint projects, this is achieved by offering funds/grants conditional to implementing joint projects between various village councils.
- (iii)** Capacity Support for strengthening Local Governance Institutions: This component aimed at enhancing the capacities and provide more targeted capacity support to VCs and JSCs in line with their key roles and responsibilities making them eligible for funding; also, to raise the capacity of the MoLG staff to enable them to carry out their tasks accordingly.
- (i)** Investments in "Area C", which is financed through Program Parallel financing.



9.3 Program Financing

The Palestinian Authority (PA) received a grant from the World Bank in the amount of US\$5 million towards the LGSIP, channelled through the Government systems, using the World Bank Program for Results (PforR) financing instrument. Additional Program commitments to be co-financed using the PforR instrument amount to US\$15 million, including *US\$13 million financed by the Government of Sweden through the Multi-Donor Trust Fund-Program for Infrastructure Development (MDTF-PID), administered through the World Bank, and a US\$ 2 million equivalent commitment from the PA*. In addition to these amounts, a total of EUR 8 M will be funded by the KfW particularly to support the 2nd component of the program, namely the joint projects through the MDLF as shown in Table 53 below.

Table 53: LGSIP Financing per Donor

Source	Modality	Amount
PA	Co-financing	\$ 2 M
World Bank	PforR	\$ 5 M
PID MDTF	Co-financing (PforR)	\$ 13 M
KfW	Parallel Financing	EUR 8 M

9.4 Program Management

The Ministry of Local Government and the Municipal Development and Lending Fund are responsible for administer the implementation of the program. To achieve this, a committee, headed by the Ministry of Local Government with the Municipal Development and Lending Fund and the Ministry of Finance as members, was formed to oversee the implementation of the program.

The Ministry of Local Government (MoLG) will be responsible for the overall oversight of the implementation of Program sub-Activities I and III, while MDLF will be responsible for the overall management of Program Sub-Activities II and IV. MDLF is also responsible for carrying out Program Management activities in its capacity as the Program Secretariat bearing the responsibility to develop the needed reports to the funding parties.

9.5 Grants Allocations Mechanism

- Upon meeting the LGSIP eligibility criteria, capital investment grants would be allocated based on a simple per capita formula. The eligibility assessment will be done by MoLG on an annual basis, verified by the (Independent Verification Agent) IVA.
- Grant allocations per VCs will then be calculated by the MDLF, as the Program Secretariat performing the Program management function. Grants would be allocated annually based on the recurrent annual cycle.
- For joint projects financed by Conditional Capital Grants, additional funding would be provided as a 'top-up' capital grant, determined by the sum of pooled individual allocations of participating VCs multiplied with an incentive factor of 9.
- Individual allocations would be small but provide a predictable annual grant allocation to VCs. Per capita allocations under the annual capital, grants are designed to match at minimum the current Transportation Fee allocation of around NIS25.00 (US\$6.5 equivalent) to provide a meaningful source of timely and predictable revenues and to serve as an incentive for reform. At appraisal, the amount was agreed to be US\$9.0 per capita.

9.6 Disbursement Linked Indicators

The LGSIP would use the PforR financing instrument to leverage financial incentives to achieve results and mainstream reforms into the PA systems. The PforR would help support system changes across the program by leveraging the actions contained in the Program Action Plan (PAP) and



Disbursement Linked Indicators (DLIs) to trigger positive responses on needed reforms in the sector. Program funds will be released based on the attainment of results, instead of as inputs to achieve results. This shift would achieve mainstreaming of critical reform initiatives into the formal PA systems, which has not always been possible with a traditional Investment Project Financing approach. The DLIs have been selected according to the Program's incremental result chain so critical results can be achieved during the early stage of the Program for building incremental results to reach the PDO

A. Results linked to the signing of the agreements (pre-results):

- Enabling steps to strengthen local governance adopted by MoLG: (i) Standardized governance framework for joint service provision; (ii) Formula for annual capital grant allocations finalized; and (iii) Local Government Procurement Instructions.

B. Results linked to the implementation of a program:

- Timely communication and disbursement of Formula-based Annual Capital Grant allocations to VCs
- Percentage of VCs meeting LGSIP eligibility criteria annually
- Cumulative number of joint projects approved
- Aggregated expenditure (percentage) of approved joint projects
- Steps to improve transparency and predictability of Transportation Fee adopted by MoLG: (i) transportation fee reform directive submitted for approval to Cabinet of Ministers; and (ii) share of transportation fee disbursed annually to VCs on a per capita basis and on time
- Capacity Building Activities delivered by MoLG based on their annual capacity Development Plan.

9.7 Implementation Status

9.7.1 Progress at the general framework level

- The LGSIP agreement was signed with the World Bank on March 14th, 2016 for USD 5M. On April 11th, 2016, the project was launched at the government level. Since then, work on necessary preparations was commenced, which makes it possible to obtain the necessary financing through achieving results, since the program is results-based.
- The Allocation of funds' formula was adopted for individual and joint projects, more specifically:
 - o The value of the annual financial allocation per village = population according to the PCBS * 9 USD
 - o The value of the joint project = value allocated fund to the village council * 9 times
- The report was prepared by the General Secretariat of the Council of Ministers (verification agency) indicating that the MoLG has made the first of two results of the program, and the 1st advanced payment totalling **1 million dollars** was transferred to MoLG accordingly. These results are:
 - o Adopting the allocations formula
 - o Amending the JSCs law
- The program was launched at the level of village councils through a workshop held on October 25th, 2016, under the patronage of H.E. the Deputy of MoLG, and the general director of Municipal Development and Lending Fund. The workshop introduced the idea of the project and actions associated with it, the roles of each ministry and the MDLF, and the requirements for qualifications; also, how to prepare development plans, financial management and budgeting.
- On June 28th, 2016, the general procurement law was passed by the ministerial council, coming into force starting on July 1st, 2016.
- The head of the Higher Council for the Public Procurement Policies (HCPPP) was contacted for this specific law. The information and instructions were issued through the MoLG on December 14th,



2016, to the Local Government directorates, which in return circulated the information to the village councils at their own governorates.

- Seven Orientation sessions for the benefit of all VCs, JSCs, & MOLG staff were conducted from Feb 12nd until March 7th, 2017. (this was done in cooperation with the World Bank).
- The Bidding documents were prepared and submitted to the eligible VCs.
- The Independent Verification Agent was contracted by MDLF in October 2016, to conduct the verification on the DLIs achievements under the target indicators indicated in the LGSIP-PAD. The IVA used the following approach to conclude the findings:
 - o Document and literature review
 - o Semi-structured Key Informant Interviews and
 - o Validation-Verification Assessment
- The IVA submitted the 5 verification reports which were shared with the WB and the program committee as per the following:

Table 54: IVA Reports

	DLR Subject to Verification	Conclusion
IVA Report # 1	- (DLR 1.2: MoLG Issued Procurement Instructions for LGUs to follow in procuring local services) - (DLR 7.1: Five Year Capacity Development Plan prepared). The IVA confirmed the achievement of both DLRs	\$ 1,000,000 was transferred to MOLG through MOFP upon the achievements of the DLRs.
IVA Report # 2	- DLR#2.1: Communication of the ACIG allocation to VCs by January 15, 2017. - DLR#2.2 Communication of the ACIG allocation to VCs by January 15, 2018. - DLR#3.1: 50% of Program eligibility criteria met by Jan 15, 2017 (30% achieved). - DLR#3.2: 60% of Program eligibility criteria met by Jan 15, 2018 (53% achieved). - DLR#7.2: Annual Capacity Development Plan for the year 2017 executed.	\$ 3,677,500 was transferred to MOLG through MOFP upon the achievements of the DLRs.
IVA Report # 3	- DLR #4.2 10 (accumulative) joint projects approved for the year 2018.	\$ 1,333,333 was transferred to MOLG through MOLG upon the achievement of the DLRs.
IVA Report #4	- DLR#2.3 Communication of the ACIG allocation to VCs by January 15, 2019. - DLR#3.3: at least 50% of VCs, maximum of 70% of Program eligibility criteria met by Jan 15, 2019. - DLR #4.3: 14 joint projects approved. - DLR #6.1: The Recipient submitted its Transportation Fee reform directive to its Cabinet of Ministers for approval. - DLR#7.3: Annual Capacity Development Plan for year 2018 executed.	\$ 4,594,583 was transferred to MOLG through MOLG upon the achievement of the DLRs.



	DLR Subject to Verification	Conclusion
IVA Report #5	- DLR#2.4 Communication of the ACIG allocation to VCs by January 15, 2020 - DLR#3.4: at least 60% of VCs, maximum of 70% of Program eligibility criteria met by Jan 15, 2020 - DLR #4.4: 18 joint projects approved - DLR 6.2: At least 25% of annual allocation of TF to VCs is disbursed using the criteria set out in the Program Operations Manual. - DLR 7.4: Annual Capacity Development Plan executed. (FY 19)	\$ 4,894,583 has been transferred to MOLG through MOLG upon the achievement of the DLRs.
IVA Report #6	Aggregated expenditure percentage of approved Joint - DLR #5.3: 50% of the aggregated expenditure disbursed.	\$ 1,500,000 has been transferred to MOLG through MOLG upon the achievement of the DLRs.

9.7.2 Progress Per Component

9.7.2.1: Annual capital grants for the delivery of Local Services

1 st round annual grants to VCs (2016-2017)
- All of the involved villages carried out meetings, and steps agreed upon under the clauses of simplified procedures for the preparation of the annual development plans. The presence of previous experience in the field of planning helped achieve these results, as well as the assistance of consultants and volunteers on the ground that facilitated these meetings. - All of the plans were received except for two villages in Jerusalem governorate. - All received development plans were publicly disclosed through one or two methods, namely: (i) The gateway/website to the local government units: <i>baladiyat.ps</i>, a total of 63. (ii) Through social networking pages for the village councils. - All budgets totalling 63, were disclosed through the <i>baladiyat.ps</i> website. Noting that it will be published through the program of public administration for budgeting, following the completion of approvals from the MoLG. - The list of 61 eligible VCs was approved by the project committee. - The total estimated value of the projects listed for the year 2017 through LGSIP was 1.684M USD, where the contribution from the village councils would be to cover the difference between the allocated amount and the estimated cost. - The value of financial allocations for the eligible 61 village councils is US\$ 1,541,682 where the projects implementation status is described as follows: • 14 Large VCs out of 61 eligible VCs with a total allocation of US\$ 661,482. • 14 small VCs out of 61 eligible VCs – members of qualified JSCs – with a total allocation US\$ 234,239. • 33 small VCs out of 61 VCs are eligible and not members of a qualified JSC, thus they signed agreements with the nearest Municipality or eligible large VC (the sum of their allocations is \$ 645,961). - In terms of implementation status, out of 61 VCs, 27 VCs completed their projects in (2017) and 34 VCs merged their 1st round allocation with the 2nd round allocation to be implemented in (2018-2019). 60 sub projects out of 61 sub projects were completed.
2 nd round annual grants to VCs (2017-2018)
- All of the involved villages carried out all field activities, meetings and steps agreed upon under the clauses of simplified procedures for the preparation of the annual development plans. The presence of previous experience in the field of planning helped achieve these results, as well as the assistance of consultants and volunteers on the ground that facilitated these meetings. - All of the plans were prepared and disclosed on time.



- All received development plans were publicly disclosed through one or two methods, namely: (i) The gateway/website to the local government units: *baladiyat.ps*, a total of 139. (ii) Through social networking pages for the village councils.
- All budgets submitted, totalling 139, were disclosed through the *baladiyat.ps* website. Note that it will be published through the program of public administration for budgeting, following the completion of approvals from the MoLG.
- Meetings were conducted with the mobilizers and Planning Department to clarify the procedures for preparing the ACIP and communication mechanism (Planning Department, District Offices, Program Coordinator). In the current cycle, the arrangement became more institutionalized at the district level.
- In each governorate, launching meeting was conducted under the supervision of MoLG district office.
- The list of 139 eligible VCs was approved by the project committee out of which 17 VCs are located in Area C, meaning that only 122 VCs will be targeted by the 1st component of the project.
- In terms of the annual grants to the eligible VCs, a total of US\$ 3,296,889 targeting 122 eligible VCs. Out of which:
 - 37 large VCs with a total allocation of US\$ 1,721,484.
 - 33 small VCs-members of qualified JSCs- with a total allocation of US\$ 600,534.
 - 52 small VCs – members of unqualified JSC- with a total allocation of US\$ 974,871.
- In terms of implementation status, 122 sub projects out of 122 were completed.

3rd round annual grants to VCs (2018-2019)

- All of the involved villages carried out all field activities, meetings and steps agreed upon under the clauses of simplified procedures for the preparation of the annual development plans. The presence of previous experience in the field of planning helped achieve these results, as well as the assistance of consultants and volunteers on the ground that facilitated these meetings.
- All of the plans were prepared and disclosed on time.
- All received development plans were publicly disclosed through one or two methods, namely: (i) The gateway/website to the local government units: *baladiyat.ps*, a total of 204. (ii) Through social networking pages for the village councils.
- All budgets submitted, totalling 204, were disclosed through the MoLG website. Note that it will be published through the program of public administration for budgeting, following the completion of approvals from the MoLG.
- Meetings were conducted with the mobilizers and Planning Department to clarify the procedures for preparing the ACIP and communication mechanism (Planning Department, District Offices, Program Coordinator). In the current cycle, the arrangement became more institutionalized at the district level.
- In each governorate, launching meeting was conducted under the supervision of MoLG district office.
- The list of 204 eligible VCs was approved by the project committee out of which 31 VCs are located in Area C, meaning that only 173 VCs will be targeted by the 1st component of the project.
- In terms of the annual grants to the eligible VCs, a total of Million US\$ 4,275,351 targeting 173 eligible VCs. Out of which:
 - 35 large VCs with a total allocation of Million US\$ 1,665,063.
 - 138 small VCs with a total allocation of Million US\$ 2,610,288.
- In terms of implementation status, 142 eligible VC started the implementation phase in year 2019, and 31 VCs decided to postpone their projects until receiving the last cycle allocation FY 2020.
- More focus on the VCs who initiated the procurement process, 173 sub projects were completed.

4th round annual grants to VCs (2019-2020)

- All of the involved villages carried out meetings, and steps agreed upon under the clauses of simplified procedures for the preparation of the annual development plans. The presence of previous experience in the field of planning helped achieve these results, as well as the assistance of consultants and volunteers on the ground that facilitated these meetings.
- All of the plans were received.
- All received development plans were publicly disclosed through one or two methods, namely: (i) The gateway/website to the local government units: *baladiyat.ps*, a total of 204. (ii) Through social networking pages for the village councils.
- All budgets totalling 204, were disclosed through the MoLG website. Noting that it will be published through the program of public administration for budgeting, following the completion of approvals from the MoLG.
- The list of 204 eligible VCs was approved by the project committee by Dec 12, 2019.



- The Allocation value of the projects listed for the year 2020 through LGSIP was US\$ 4,301,280M, where the contribution from the village councils would be to cover the difference between the allocated amount and the estimated cost.
- **The value of financial allocations for the eligible 204 village councils is distributed as follows:**
 - **34 Large VCs out of 204 eligible VCs with a total allocation of US\$ 1,613,907.**
 - **170 small VCs out of 204 eligible VCs with a total allocation US\$ 2,687,373.**
 - **88 small VCs out of 204 VCs are eligible and not members of a qualified JSC, thus they signed agreements with the nearest Municipality or eligible large VC**
- In terms of implementation status, out of 204 VCs, 178 VCs are preparing their projects profiles and initiated the process of preparing bidding documents.
- More focus on the VCs projects status, out of 178 projects, 178 were completed.
- Due to Covid 19 pandemic, the implementation is subject to noticeable delays thus a one-year extension was already coordinated with the WB to overcome the delays and to ensure the successful completion of the projects.
- After coordinating with the WB, the programme committee issued the approval for 10 eligible VCs to use 25% of the allocation FY 2020 for emergency expenditures. (See table 55 below)

Table 55: Type of the recurrent expenditures for West Bank VCs

No.	Item Category	Details
1.	Cleaning and maintaining public facilities and assets	- Maintaining public facilities e.g road maintenance. - Maintaining of water and electricity utilities related to the provision of municipal services
2.	Maintaining public health services	- water purification materials (Chemicals for water purification) - supplying potable water through tankers to help sustain hygienic conditions to combat the disease. - Pesticides, disinfectants, Chemicalsto fight mosquito and rodents and agricultural pests, PPE.
3.	Collection of Solid Waste	- Primary solid waste collection cost (hiring of labor by using donkey carts/using hand carts). - Secondary solid waste collection through contracting private companies to transfer solid waste from the transfer stations/large containers (roll on/off) to the main landfill.
4.	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal	- Payments against the solid waste service provided by the public entity on a regular basis.
5.	Joint Service councils' fees	- Payments against municipal services provided by the service councils (using wheel loaders, trucks, waste water vehicles....etc.).
6.	Other Solid Waste Services	- Maintenance of solid waste containers. - PPE and cleaning tools
7.	carrying out laboratory tests	- Laboratory test during design of streets/public facilities. - Laboratory test of the quality of water and wastewater. -
8.	Maintaining and operating municipal service vehicles, Equipment and generators	- Oil for service vehicles including the administration's vehicles. - Oil for Water and wastewater Facilities and the Administration (to operate the Stade by Generators). - Vehicles and Electricity Generators spare parts including wells tires and Batteries as well. - Equipment spare parts - Vehicle and workers insurance. - Electro-mechanical Maintenance contracts for Water and Waste Water Facilities Spare parts
9.	Maintaining electromechanical and IT equipment	
10.	Materials for municipality workshop	- Small to medium size tools for municipal services maintenance regular activities
11.	office supplies	



No.	Item Category	Details
12.	Materials and tools for safety	- PPE clothes and shoes for workers
13.	Public awareness, outreach, communication, and advertisements	- public awareness related to increasing municipal revenues; the cost of communications; renting service vehicles. - carrying out advertisements under the Procurement Plan, regarding the procurement of goods and works;
14.	Fees of wastewater collection and treatment	- Fees of wastewater collection and treatment into identified wastewater treatment plants
15.	provision of equipment, materials and supplies to combat the spread of the COVID-19 virus	- PPE, Disinfection materials, etc.
16.	All directly related to the provision of essential municipal services	e.g. 1. Telecommunications & internet costs and fees, 2. General insurance 3. contract private companies to sterilizing public building.

Table 56: Name & allocation of the VCs requested recurrent expenditures

#	Governorate name	VC Name	Total Allocation\$	25% for Corona\$	Expenditure Feature
1	Nablus	Salem	56,988	14,247	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
2		Kufor Qallil	27,549	6,887	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
3		Osarin	18,675	4,668	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
4		Talfeet	32,661	8,165	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
5		Jaloud	6,759	1,689	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
6	Salfit	Qira	11,673	1,000	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
7	Beit Lahem	Khallet Haddad	4,626	1,156	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
8		Marah Rabah	15,759	3,939	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
9		Wad Fukin	12,231	3,057	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
10	Hebron	KhalletAlMaeh	62,721	15,680	Solid waste councils' fees/ Solid Waste fees for waste collection and disposal
Total				60,488	

After the MOLG Approval for the above-mentioned VCs to use part of their allocation to face emergency expenditure, Wadfoukin decided to utilize all of their allocation to implement their sub project as mentioned in the ACIP and the reason was: the VC found that the remaining allocation after use 25% of the total allocation was insufficient to implement the sub project ideally.

9.7.2.2 Conditional Capital Grants for Investment in Joint Projects

- The joint services council's by-law was updated and endorsed as of 26th of February 2016.
- The establishing agreement of the Joint Service Council and its affiliated villages was upgraded.
- The Program Committee approved three eligible JSC's in the first round, four JSCs in the second round and two JSCs for the third round.
- Twenty-one sub-projects were approved by the program committee and DPs concerning the 1st two rounds, however the projects for the 3rd round is still in the identification process.
- The priorities of the LGUs and the JSCs were nearly different and the process of identification of joint projects between the JSCs and the eligible VCs took some time.



- The allocation and the progress of the 1st, 2nd and 3rd round projects are summarized in **tables 57, 58 and 59.**

Table 57: Status of Joint projects (Round 1)

JSCs	No. of Eligible VCs		Sub-Project	Donor	Allocation (US\$)	Status	output
High JSC for Solid waste Management - Hebron and Bethlehem	20	4,349,457	Supply of industrial machinery and equipment	MDTF	26,410	Completed	Supply of industrial machinery and equipment
			Supply & delivery of 4x4 Pickup vehicles.	MDTF	223,840	Completed	4 Pickup vehicles
			Supplying of Solid Waste Steel containers	KFW(598,117)+MDTF(276,161)	874,161	Completed	Different sizes of Solid Waste Steel containers
			Supply Solid Waste Plastic containers	KFW	156,968	Completed	3375 (240 liter) containers
			Garbage Truck and Carrier and Trailer transfer trucks	KFW	1,073,925	Completed	3 solid waste collection 8 cubic meter, 3 vehicles 12 cubic meter, 1 Trailer 32 Ton, 2 dumping trucks
			Waste Tank and sewage tank	KFW	414,030	Completed	Water tank and sewage tank
			A Building (Garage and warehouse) for maintenance and operation for the equipment's	MDTF	430,245	Completed	A two- story building, of about 230-meter square for each floor. The building contains of maintenance stores and public service center hall at the ground floor, and administration offices and one meeting room at the first floor. In addition to rehabilitation of a 2000- meter square surrounding yards, including concrete walls, asphalt yards and sidewalks
			Supply of a Track Skid loader, Wheel Excavator	KFW	849,283	Completed	Track Skid loader, Grapple, Wheel Excavator
			Backhoe loader		249,750	Completed	3 backhoe loaders
			Skid Steer loader		50,727	Completed	Skid steer loader
Multi-Purpose JSC (Planning and Development) in Tubas	4	594,864	Supply, install and operate the solar Photovoltaic system of capacity 500 kWp for (Wadi Al Far'a ,Tyaseer,Al Aqaba, and Atoof)	MDTF	561,203	Completed	Solar Photovoltaic system of capacity 500 kWp
			Supply of Solar light units		33,661	Completed	Supply of 450 solar light units
JSC for Solid Waste Management/ Salfit			Supply, install and operate the solar photovoltaic system of 293 kWp for South Salfit (Yasoof, Farkha, and Iskaka)	MDTF	325,195	Completed	Solar photovoltaic system of 293 kWp



	6	991,035	Supply of Construction Equipment's for West Salfeet (Masha, Rafat, and Sarta) phase 1	MDTF	636,573	Completed	Wheel Excavator, Backhoe Loaders, Tipper Truck, and Asphalt Roller
			Supply of Construction Equipment's for West Salfeet (Masha, Rafat, and Sarta) phase 2	MDTF	29,267	Completed	Hand roller, asphalt Cutter , electrical Generator , welding machines, and Trolley.



Image (1) and (2): A Building (Garage and Warehouse) for maintenance and operation for the Equipment



Image (3): JSC for planning and development/Tubas

Supply, install and operate the solar Photovoltaic system of capacity 500 kWp.
Funded by MDTF



Table 58: Status of Joint Projects (Round 2)

JSCs	No. of Eligible VCs		Sub-Project	Donor	Allocation	Status	output
JSC North Nablus for planning and development	6	1,099,656	Supplying Waste collection truck Electrical platform and pick up car , supplying GPS (Surveying equipment) (Nablus)	MDTF	345,000	Completed	4x4 Pick up, Waste Collection Trucks 12 m3, Waste Collection Trucks 5m3, and Electrical platform
			Supplying plastic and steel solid waste containers	KFW	86,790	Completed	555 plastic containers 240 liters, 290 steel containers 1.0 cubic meter
			Vocational school	MDTF	547,866	Completed	Construction of a new vocational school with 1500 m2 (910 m2 for the building). The building consists of 3 workshop rooms, mobile applications, smart technology, construction and survey, 2 class rooms, teacher room, kitchen, canteen, secretary and headmaster rooms, security room, accounting, store room, toilets. Playground and green area
			Haj Oqab Abdi school finishing works	MDTF	120,000	Completed	Finishing works of Al Haj Oqab Abdi School in Beit Imreen" with 1035 m² area, consisting of 2 class rooms, lab, management room, staff room, first aid room, an office for the social worker, kitchen, sanitary unit, 5 classrooms, and a library.
Qalqilya /Middle JSC for planning and development	3	268,191	Supplying Electrical platform and solid waste truck collection (Qalqilya)	MDTF	268,191	Completed	Electrical Platform and 21 cubic meter waste collection Truck.
JSC for Solid Waste Management/ Tulkarm	4	727,542	Supplying equipment's (Tulkarem)	MDTF+ KFW	468,400	Completed	2 backhoe loaders, 2 solid waste collector truck 12 m3, and 1 solid waste collector truck 8 m3,
			Supplying plastic and steel solid waste containers	KFW	155,600	Completed	200 plastic containers, different sizes of steel containers
			Rehabilitation of existing facilities (Piston and Washing area)(Tulkarm)	KFW	103,542	Completed	650 m2 Asphalt yard, 3 catch basin, 260 m2 concrete slabs on ground, 200 m2 workshop, 132 m2 washing area, 1 caravan, 5 m3 water tank, solar photocell and others



JSCs	No. of Eligible VCs		Sub-Project	Donor	Allocation EURO	Status	output
JSC for Solid Waste Management/ Bethlehem	9	1,736,883	Supply collection and transfer solid waste trucks, and solid waste service equipment's Supply collection and transfer solid waste trucks, and solid waste service equipment's (Bethlehem)	KFW	632,000	Completed	SOLID WASTE COLLECTION TRUCK WITH COMPACTOR ROTOPRESS 14 M3. 2 SOLID WASTE COLLECTION TRUCK WITH COMPACTOR: 8 M3. SOLID WASTE TRANSFER TRUCK - HOOK LIFT 18 TONS GVW WITH PORTABLE GRAPPLE CRANE AND DUMPING BOX FITTED ON A HOOK LIFT MECHANISM Small tippers vehicle. Solid waste Collection Compactor Truck 3m3. 4x4 Pick up Vehicle
			Supplying solid waste containers	KFW	487,100	Completed	2985 solid waste containers different types' steel and plastic
			Extension and rehabilitation of existing JSC head quarter, excavation, concrete, steel, electrical, mechanical, maintenance, plastering, tiling, painting, works superior lift etc...	KFW	329,439	Ongoing	-
			Supplying of spare parts for heavy equipment	KFW	39,025.00	Completed	Spare parts for heavy equipment
			Supplying of tools for vehicles maintenance	KFW	23,870.00	Completed	Tools for vehicles maintenance
			Supplying of plastic solid waste containers	KFW	28,050.00	Completed	850 plastic 240 liter
			Mobility Vehicle for JSC	KFW	39,500.00	Completed	1 pickup

Image (4) and (5): Supply and delivery of heavy equipment

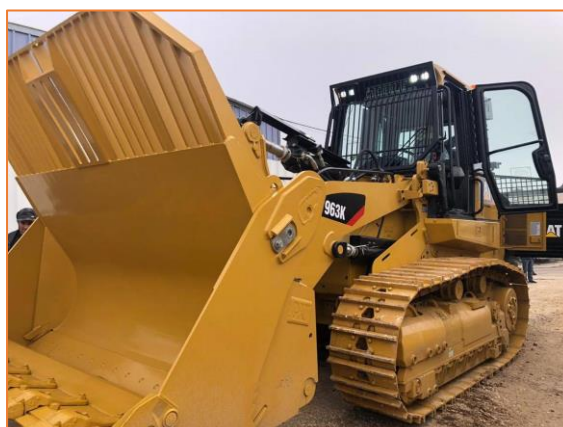


Image (6): Supplying Solid waste containers (Bethlehem JSC) Plastic and Steel



Image (7): Supply collection and transfer solid waste trucks, and solid waste service equipment's Supply collection and transfer solid waste trucks, and solid waste service equipment's (Bethlehem)



Table59: Status of Joint Projects (Round 3)

JSCs	No. of Eligible VCs	Sub-Project	Donor	Allocation Euro	Status	Output
JSC for Solid Waste Management for Nablus Governorate	30	Supply collection and transfer solid waste trucks, and solid waste service equipment's (Nablus)	KFW	942,234	Completed	2 (4x4 Pickup) 2 Waste Collection Trucks 21 m3 2 Waste Collection Trucks 12 m3 3 Waste Collection Trucks 8 m3 1 Grapple Crane
		Supplying Steel and plastic solid waste containers (Nablus)		370,876	Ongoing	-
		Supplying plastic solid waste containers (Nablus)		202,582	Completed	7232 of 240-liter plastic containers
		Land Rehabilitation for parking, washing and lubrication of vehicles		115,388	Ongoing	-
		Supplying plastic solid waste containers (Nablus)		110,777.46	Evaluation	-
JSC for Planning and Development west Ramallah villages (Nilin)	12	Supplying Electrical platform, 2 Backhoe loader, 2 street sweeper and (2 bobcat" to be replaced by solid waste containers as below") (Ramallah)	KFW	481,000	Completed	Electrical platform, 2 Backhoe loader, 2 street sweeper and (2 bobcat)
		Supply and install central server		20,098	Completed	Supply and install central server
		Supply small equipment		110,906	Completed	Supply small equipment
		Supplying solid waste plastic 240m		128,121	Completed	3962 of 240-liter plastic containers

Images from 8-11: Supplying solid waste containers in different shapes and sizes (Plastic and Steel)



9.7.2.3 Environmental and Social Management

The program is managed through compliance to the national environmental and social regulations, depicted in the Environmental and Social Management Manual. MoLG is responsible of environmental and social management under Component (1), whereas MDLF is responsible of environmental and social management under Component (2). **Annex I** summarise the Environmental and Social Progress in both components.

Environmental and Social Screening

Regarding the environmental and social screening and assessment, MDLF/MoLG commenced environmental and social screening of the list of LGSIP sub-projects. The main environmental assessment was of Category B or C, the nature of the selected sub-projects was of a minor, short term, and low-risk environmental impacts. Table (60) summarises the No. of appraised sub-projects in component (2).

Table 60. Summary of Environmental and Social screening

	Component 2			Total
	Round 1	Round 2	Round 3	
Environmental Assessment				
Total Sub-Projects	15	12	7	34
Screened to Category B	3	4	1	8
Screened to Category C	12	7	6	25
Not Determined Yet	0	1	0	1

Health and Safety Risks

Health and Safety risks were addressed during the implementation of the LGSIP sub-projects, knowing that additional strict mitigation measures were added in 2020/2021 as respond to the ascending health risks associated with the COVID-19 pandemic disease. COVID-19 mitigation measures were requested to be implemented at the project site in order to comply with the MoH/WHO guidelines. Hence, no incidents/accidents were recorded in any of sub-projects construction sites. **ANNEX II** presents an example of a signed commitment letter from one of contractors who is currently implementing one of LGSIP construction sub-projects. It can be summarised that all health and Safety risks are under control, and there is no real risk at any of sub-project's sites.

Labours Rights

Code of conduct in Arabic language was used for workers in construction sites starting from 2021. The code of conduct was signed by contractors on behalf of workers, and it was oriented for workers at sites. **ANNEX III** presents an example of a Code of Conduct signed by a contractor who is currently implementing one of LGSIP construction sub-projects.

Workers are provided by PPE (Vest, mask, helmet, safety shoes, and gloves) in all sites, and they are covered by a valid insurance.

Consultation and Stakeholder Engagement Plan

During the implementation of both components of LGSIP, many consultation meetings and stakeholder engagement communications were carried out. These consultations were on the level of JSC – Village councils' representatives and on the level of local community also. Table (61) shows the Consultation sessions carried out during May 2021 as an example.

Table 61: Summary of sessions during May 2021 (Component 1)

Village council	Date of Consultation
Al-Jadeera VC	22. May 2021
Raba VC	23. May 2021
Al-Moghayar VC	23. May 2021
Qera VC	26. May 2021
Al-Jeeb VC	26. May 2021



**Image (12) and (13): Al-Jadeera VC (attendees: 14)
22. 05. 2021**



Image (14): Raba VC (attendees: 24)
23.05.2021



Image (15): Al-Moghayar VC (Attendees: 19)
23.05.2021



Image (16): Qera VC (attendees: 13)
26.05.2021



Image (17): Al-Jeeb VC (attendees: 13)
26.05.2021

Images 12 – 17. from different consultation sessions carried out in targeted VC in May 2021

MoLG, MDLF, JSCs and village councils are sharing information about the progress of LGSIP sub-projects on their Facebook pages for public periodically. Annex IV also shows also some selected posts from different Facebook pages and different dates, as well it includes some images of consultations. Hence, the public consultation procedures and stakeholder engagement plans were updated according to the COVID-19 situation since 2020/2021 as per technical note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings, and the MoH/WHO guidelines.



Images 18 – 19 for consultation meeting in Tulkarm (Rehabilitation of the transfer station sub-project – Component II)



Complaints

LGSIP sub-projects have low and temporal adverse impacts, and high and long-term positive impacts; e.g. Solar Energy sub-projects generate a green energy or supply of waste collection vehicles or waste containers can be used for better waste collection in the Palestinian villages. No complaints were received on any of sub-projects of Component II, whereas there are two complaints in component I as attached in **ANNEX V** (They cannot be categorised as complaints, but they can be called requests); both requests were accepted and solved. The complaining channels are available for people. JSC, Municipality, Village council, and the MoLG are known channels for any possible channels.

Environmental and Social Reporting

Regular Environmental and Social reports are prepared on a monthly basis in each construction sub-project. E&S reports are prepared by MDLF supervision consultants or JSC supervision staff. Generally, there is a compliance with the E&S measures in all sites as per the last months reports. **ANNEX VI** shows an example of a monthly E&S report. In another hand, MoLG/MDLF reports to the Financial Partners every 6 months.

9.7.2.4 Capacity Support for Strengthening Local Governance Institutions

- A general framework for capacity building plan was introduced and adopted by the MoLG as well as FPs, with activities designed in line with the MoLG's policies. Where the operational capacity building plan for 2018 included the capacity building in the areas of planning, procurement management, budgeting, financial management, infrastructure management, and environmental management.
- MOUs and partnerships were signed with GIZ through LGRP programme as well as the BTC through LGRDP Programme in February 2017.
- The capacity building plan has been approved by the ministry and also by the DP's.
- The contract of building the financial management capacity for VCs, JSCs MOLG accountants has been signed and the activities regarding this assignment are ongoing.
- A survey was conducted regarding local economic development.
- # Of beneficiaries regarding to the FM-CB ca be illustrated in table (62) below:

#	Year	# of targeted VCs	# of targeted JSCs
1	2017-2018	139	22
2	2018-2019	48	10
3	2019-2020	48	10

- Several training workshops related to general procurement will be carried out as soon as the HCPPP finalizes the preparation of the Standard Bidding Document. The workshops will target engineers at village councils and joint-service councils as well as individuals responsible for procurement, in addition to the staff of MoLG and related directorates. The objective of these workshops is to familiarize the participants with the framework of the procurement law.
- Several pieces of training in the fields of Procurement, Budgeting, Financial, Infrastructure management, Community Planning will be conducted to the new eligible VCs staff and repeated for the old eligible VC upon needs.
- The updating of the ACIP for the VCs took place by the beginning of August over the last 4 years.
- The MOLG (Budget dept.) finalized the preparation of the budget portal.
- It was planned to conduct a training in cooperation with the Higher Public Procurement Policies Council (HPPPC) to the technical staff in the VCs and MOLG in using the Standard Bidding Document (SBD) in 2020, however The HPPPC started to be conduct the training courses in the current year. It is worth noting that, as usually happened in any other plans, MOLG has expanded, adjusted, delayed, merged some activities due to practical reasons which make the plan a "a living document". The **Table 63** below summarizes the progress of the capacity building plan:



Table 63: Capacity Building Action Plan

Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
LGSIP Capacities and Needs Assessment	Capacities and Needs Assessment for Village Councils	GIZ	VCs	Completed	Completed in 2017 by external consultant
	Capacities and Needs Assessment for MoLG	GIZ	MoLG	Completed	Completed in 2017 by external consultant
Update the Policy Note on Participatory Integrated Planning	MOLG P1.1 Update and Adopt and publish the Policy Note and Guidelines (Adoption will include all organizational anchoring measures within the MOLG structures)	GIZ	MoLG	Completed	
	MOLG P2.1 Develop a concept for joint planning and services areas based on essential criteria (social, economic, political, etc.) across the country.	GIZ (LRGP), BTC (LGRDP)	VCs and MoLG	Partially completed because MOLG , GIZ, Enabel didn't agreed on unified TOR	Partially completed. Out of three studies, one study of joint planning was completed by a German-Egyptian team, however, the PILOT study that aimed to identify gaps in targeted areas was not conducted, and detailed criteria were not developed. The reason these activities were not completed is because the funded projects are linked to different time frames. Additionally, an invitation to bid was initiated yet the tender was not awarded because the prices were very high. The ToR are also constantly being updated.
Support the preparation of the participatory plans (ACIPs) for VCs, JSCs in accordance to the updated guidelines	P1.1 identify concerned VCs	LGSIP	VCs	Completed	Identified 204 VCs
	P1.2 identify concerned JSCs	LGSIP	JSCs	Completed	Identified 21 JSCs
	P1.3 Support the preparation of the plans in the identified VCs/ JSCs (Consultant)	LGSIP	VCs/ JSCs	Completed	Targeted LGUs developed ACIPs and MOLG has Hired number of mobilizers each year to support VCs in developing ACIP.
Coach and Train MoLG responsible/relevant staff (at the MoLG HQ and District Offices) on Community Planning	MoLG P2.1 Develop the training program and materials on Community Planning (3 packages) (An On-Job Training was done by the MoLG Mobilizers during preparation of the ACIPs)	GIZ	MoLG	Completed	
	MoLG P2.2 Conduct the training (centrally) MoLG Staff	GIZ	MoLG	Completed (in house)	
	P2.2.1 Learning Day on policy and Guidelines (this task does not affect LGSIP DLIs)	GIZ	MoLG		This is usually done for MoLG and municipalities, not VCs



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
	P2.2.2 (a) Orientation sessions on updated policy and Guidelines (for planners)	BTC	MoLG	Completed	
	P2.2.2 (b) Orientation sessions on updated policy and Guidelines (for Budget and project departments)	LGSP	MoLG	Completed.	A workshop was conducted on Nov 12, 2017 and it was attended by 20 people.
	P2.2.3 Training on baladiyat.ps software (this task was done for the eligible VCs)	GIZ	MoLG	Completed	Continuous; trainings target all users of baladiyat.ps
Coach and Train on Community Planning for VCs responsible/relevant staff (VCs and key planning staff from the community)	P2.1 Prepare for the training materials	GIZ	VCs	Completed	
	P2.2 Prepare for the orientation Program (logistics, technical, etc)	GIZ	VCs	Completed	
	P2.3 Coaching selected VCs on tools of citizen engagement / social accountability in decision making and planning	GIZ	VCs	Completed	A contract was concluded with a consultancy firm in 2018.
	P2.4 Training selected VCs on Annual Community planning ACIPs/ or update (north, middle, south)	GIZ	VCs	Completed	A contract was concluded with a consultancy firm in 2018.
	P2.5 Training on public disclosure tools including use of social media	LGSIP	VCs	Completed	Completed
	P2.6 Coaching the VCs on simplified proposal writing (Project profile) including the Operational and Maintenance Plans	LGSIP	VCs	Completed	Completed (merged with training on Environmental and Social Management) A workshop was conducted on Sept 18, 2017 and attended by 29 participants. Another workshop was conducted on Sept 20, 2017 and attended by 42 participants.
	P2.7 Adaptation of baladiyat.ps for Village Councils (this task does not affect the LGSIP DLIs)	GIZ	VCs	Completed	A contract was signed with Jaffa Company to develop a special version for Village Councils. Councils' members will be trained on how to use the program in September, 2020. A data entry specialist used to enter the plans of the local councils. However, An item was added to the contracts of the consultants who helped in



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
					developing the village councils' plans. This item suggests that data entry became the responsibility of these consultants until the training of the developed program start in September.
	2.8 Trainings for use of baladiyat.ps / Learning Day on baladiyat.ps software for focal points in VCs	GIZ	VCs		Trainings target all users of baladiyat.ps including Village Councils
Coach and Train on Community Planning for JSCs responsible/relevant staff	Prepare and conduct for the Orientation Program (logistics, technical, etc.) with MDLF	LGSIP	JSCs	Completed	
Develop a concept for joint planning and services areas based on essential criteria (social, economic, political, etc) across the country.	Identify concerned JSCs based on the JSC Assessment	BTC	JSCs		
	Organize and conduct a training program for JSCs for single services, multi services and JSC on the guidelines and methodologies	BTC	JSCs	deleted	In planning process with JSC Department –Shift 2018
	Conduct analytical relevant studies (service-centers, economical, demographic, environmental, etc.) - GIS based.	BTC, GIZ	JSCs	deleted	Depends on sub-activity MoLG P2.1 "JDPA ToR". (This task does not affect the LGSIP DLIs)
	Conduct a dissemination and consultation campaign with relevant stakeholders within the survey	BTC	JSCs	deleted	Depends on sub-activity MoLG P2.1 "JDPA ToR". (This task does not affect the LGSIP DLIs)
	Prepare the joint planning boundaries layer which reflects a new concept for joint service delivery and potential consolidation of LGUs (while taking into consideration the recent updates of the 1997 LG Law as well as the JCs by-laws after the study conducted within the end of the year)	BTC	JSCs	deleted	Depends on sub-activity MoLG P2.1 "JDPA ToR". (This task does not affect the LGSIP DLIs)
Procurement: An Orientation workshop about the New Procurement Law (Public Procurement Law)	Conducting an Orientation workshop about the New Procurement Law (Public Procurement Law)	LGSIP	VCs/JSCs	Completed	6 workshops conducted 1 st workshop – 29 participants 2 nd workshop – 35 participants 3 rd workshop – 37 participants 4 th workshop – 31 participants



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
Organize and conduct an orientation/training program for LGUs/JCs on the new instructions	Prepare for the Orientation Program (logistics, technical, etc.) Conduct the orientation on a regional basis (North, Middle, South)	LGSIP	VCs/JSCs	Completed	5 th workshop – 13 participants 6 th workshop – 48 participants 7 th workshop – 35 participants Agenda included: - Public Procurement Reform - Institutional Arrangement for Public Procurement - Procurement of Goods, Works and Non-Consulting Services - Ethics and Integrity - Complaints and Dispute Review - Copies of the Procurement Law and the Bylaw will be distributed later.
Support LGUs/JCs to adapt and practice the procurement procedures according to the new instructions		LGSIP	VCs/JSCs	Completed	
Prepare and publish Procurement Instructions for LGU's (based on the new law)	Finalize the instructions Issue a decree on the use of the instructions	LGSIP	VCs/JSCs	Completed	
Providing the VCs, JSCs, MOLG with hard copies of Procurement Law (#8) + the Bylaw	Editing copies of the Law and the Bylaw (estimate # of copies: 1000)	LGSIP	VCs, JSCs, MOLG	Completed	
Train the MOLG relevant staff + VC/JSC relevant staff on using the SBD on the new procurement law	Conduct training courses in using the Standard Bidding Documents (SBD)	LGSIP	VCs, JSCs, MOLG	Ongoing in cooperation with HCPPP	The forms were approved by the Council of Ministers on 16 December, 2019. According to Law No. (8) of 2014 regarding public procurement, the Higher Council for Public Procurement Policies (HCPPP) is responsible for conducting such training courses in order to avoid any inconsistencies.
Procurement of IT Equipment and Solutions for Village Councils	Determining VC IT Infrastructure Needs	GIZ	VCs	Completed	
	Determining Qualification Criteria	GIZ	VCs	Completed	
	Tendering and Rolling Out IT Solutions	GIZ	VCs	Completed	Different IT equipment and computers were purchased for 90 village councils.



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
	Accompanying Capacity Development Measures	GIZ	VCs	Completed	Accompanied IT equipment and implemented via GIZ.
Infrastructure Management: Organize and conduct an orientation/training program for LGUs/JVCs on the guidelines	Prepare and conduct the orientation sessions on the environmental and social safe guards' program (logistics, technical, etc.)	LGSIP	LGUs/JVCs	Completed	
Coach and Train the MOLG relevant staff on the guidelines	Conducting training courses on the environmental guidelines	LGSIP	LGUs/JVCs	Completed	
Ensure that the guidelines are being implemented as part of sub-program 1 & 2	On-the-job training	LGSIP	LGUs/JVCs	Completed (yearly)	Village councils' procedures are constantly reviewed during GIZ's visits to these councils. Tenders are also reviewed before they are introduced to ensure they comply with environmental standards.
Developing a Simplified Contract and Project Management Guidelines & Material (based on the procurement guidelines)		LGSIP		Completed	The activity was implemented by the Belgian Development Agency
Conduct a training program on general	Prepare for the training Program (logistics, curricula, etc.) for VCs & JSCs.	LGSIP	VCs	Completed	Completed as it was linked to the previous activity.



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
contract management and supervision aspects in reference to the procurement law	Conduct the training program (BTC will conduct training for Projects & Planning Department in MoLG; MoLG will conduct trainings for VCs& JSCs)	LGSIP	MoLG, VCs, JSCs	Completed	Completed as it was linked to the previous activity.
Adaptation of IT-based administrative solutions for infrastructure management and other administrative processes	Simplification and adaptation of IT solutions for VCs as needed; Trainings on use	GIZ	VCs	Completed	
Training of MoLG staff on related guidelines and systems		GIZ	MoLG	Completed	
Budgeting: Orientation workshop	Conducting an awareness workshop about the usage of Budgeting Gate (Online System)	BTC	MoLG, VCs, JSCs	Completed	Completed
Prepare and conduct an orientation/coaching program on Budget Preparation and Submission, Execution, and Reporting	Prepare for the orientation Program (logistics, technical, etc.)	LGSIP	MoLG, VCs, JSCs	Completed	2 workshops conducted on financial procedures August 7 & August 9, 2017
	Conduct the orientation program regionally (North, Middle, South) on an annual basis	LGSIP	MoLG, VCs, JSCs	Completed	
Update the budgeting guidelines to reflect the new changes including the unified COA, Budget Structure, Linkage to Planning, etc.	Update the budgeting guidelines to reflect the new changes including the unified COA "Chart of Accounts", Budget Structure, Linkage to Planning, etc. Conduct 3 sessions (North, Middle, South) for VCs and JSCs	BTC	MoLG, VCs, JSCs	Completed	Planned for 2018
Training of MoLG staff on budget analysis and follow-up		GIZ	MoLG, VCs, JSCs	Completed	Completed in 2018 by (PwC)



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
Accounting: Training Courses/ Awareness Sessions	Conducting an awareness workshop and training about (Financial procedures).	BTC	MoLG, VCs, JSCs	Completed	
Prepare and conduct an orientation/coaching program on accounting procedures and systems	Conduct a financial, accounting training as per "Hiring Consultant firm for building the financial CB for JSC, VC and MoLG Staff	LGSIP	MoLG, VCs, JSCs	Completed	Hiring the consultant in 2018 by PricewaterhouseCoopers (PwC)
Development of a Simplified Accounting System for Village Councils	Development of Scalable IT Solutions and Trainings on Use	GIZ	VCs	Completed	Accounting programs were provided to 35 village councils
Inter-Governmental Fiscal System: Prepare and adopt a concept note and action plan on the required reforms of the inter-governmental fiscal system	Conduct a study on inter-governmental fiscal status, revenue and expenditure assignments of LGUs & JCs, etc.	LGSIP	VCs, MOLG	Deleted	Responsibility of the Council of Ministers and the Ministry of Finance
Prepare and adopt guidelines/criteria for distributing the transportation and fuel tax	Prepare and publish the guidelines and the formula	GIZ	VCs, MOLG	Completed	Completed
Improving the performance of MoLG	Hiring Program Coordinator Assistant	LGSIP	MOLG	Completed	Consultants have been contracted for all years.
	Training course in English Language	LGSIP	MOLG	Completed	Ministry staff have been trained at the British Council
	Interpreting + POM Translations	LGSIP	MOLG	Completed	The translation was completed in 2018



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
	Conduct trainings on different issues which may lead to improve the performance	LGSIP	MOLG	Completed	A training session was held in Jordan-Amman on the environment in 2017. A visit to Turkey was done to know about the specifications of the pre-paid water meters. There are also some other activities that were carried out in 2020.
Enhancing Citizen Engagement	To be determined based on TOT supported by WB	LGSIP	VCs	Completed	Completed by GIZ
	Tools of citizen engagement in decision making and planning (preparing training kit conducting on-the-job training)	LGSIP	VCs	Completed	Completed by GIZ
Training on GRM system		LGSIP		Completed	There is a program for the Council of Ministers funded by the World Bank. This program includes a group of ministries, including the Ministry of Local Government, and thus the activity has been included in this program.
Implementing Social Accountability Tools	Organize and deliver customized training course on social accountability	GIZ	CVs	Completed	Completed by GIZ
	Implementing SA tools	GIZ	CVs	Completed	Completed by GIZ
	Provide media packages for LGUs (including VCs)	GIZ	CVs	Completed	Completed by GIZ
Promotion Programme for Citizen Mobilization	Promotional program for citizen mobilization for participatory planning processes with a particular focus on women, youth and people with disabilities to raise awareness and knowledge of rights of citizens and duties of LGUs (to support the conduct of development and spatial planning in a participatory, inclusive manner, involving all population groups and promoting more transparent budgeting and decision-making processes)	GIZ	CVs	Completed	Completed by GIZ
Awareness Sessions / Orientations	Conducting orientation sessions for the new elected bodies & LGUs members	BTC	CVs	Completed	Two sessions were held, one targeted the way to deal with the media and social media, and the other aimed at dealing with the public.



Activity	Sub Activity	Source Of fund	Beneficiary	Status	Remarks
Inter Village Arrangement & Promotion	To support the MoLG in designing the inter-village collaboration policy to support the MoLG in designing the inter-village collaboration policy. Small booklet for IVC, produce paper for IVC, lessons learned, advice and recommendations MoLG in designing the inter-village collaboration policy.	BTC	MoLG, CVs	Completed	Two concept papers were developed by Enabel that entitled inter-village collaboration and integration. They are currently under review by the Ministry on order to be approved and distributed to local bodies.

9.8 DLIs Achievements

Table 64: The achievement against the DLRs

DLI	DLI Indicator	DLR Indicator	(Revised Target) (\$)	Report No	Original Target amount (\$)
DLI 1	DLI 1: Enabling steps to strengthen local governance adopted by MoLG	DLR #1.1 - MoLG adopted standardized Governance Framework for joint the local services provision by more than one VC and adopted formula for annual Capital Investment Grant allocation for VCs/JSCs.	\$1,000,000	IVA Report #00	\$1,000,000
		DLR #1.2 - The MoLG issued Procurement Instructions for LGUs to follow in procuring local services.	\$800,000	IVA Report #01	\$800,000
DLI 2	DLI 2: Timely communication to VCs of the formula-based Annual Capital Investment Grant (ACIG) allocations and timely transfer of ACIGs to eligible VCs.	DLR#2.1 - Communication of the ACIG allocation to VCs by January 31, 2017.	\$800,000	IVA Report #02	\$800,000
		DLR#2.2 - Communication of the ACIG allocation to VCs by January 31, 2018.	\$800,000	IVA Report #02	\$800,000
		DLR#2.3 - Communication of the ACIG allocation to VCs by January 31, 2019	\$800,000	IVA Report #04	\$800,000
		DLR#2.4 - Communication of the ACIG allocation to the VCs by January 15, 2020 and transfer of ACIGs to eligible VCs by January 31, 2020.	\$800,000	IVA Report #05	\$800,000
DLI 3	DLI 3: Timely communication to VCs of the formula-based Annual Capital	DLR#3.1 - 50% of Program eligibility criteria met by Jan 15, 2017.	\$700,000	IVA Report #02	\$1,000,000



DLI	DLI Indicator	DLR Indicator	(Revised Target) (\$)	Report No	Original Target amount (\$)
	Investment Grant (ACIG) allocations and timely transfer of ACIGs to eligible VCs	DLR#3.2 - 60% of Program eligibility criteria met by Jan 15, 2018.	\$977,500	IVA Report #02	\$1,000,000
		DLR#3.3 - at least 50% of VCs, maximum of 70% of Program eligibility criteria met by Jan 15, 2019	\$1,661,250	IVA Report #04	\$1,500,000
		DLR#3.4 - maximum of 70% of Program eligibility criteria met by Jan 15, 2020	\$1,661,250	IVA Report #05	\$1,500,000
DLI 4	DLI4 Cumulative number of Joint Projects approved	DLR #4.1 - 6 (accumulative) joint projects approved for the year 2017.			\$1,000,000
	DLI4 Cumulative number of Joint Projects approved	DLR #4 - 10 (accumulative) joint projects approved for the year 2018.	\$1,333,333	IVA Report #03	\$1,000,000
	DLI4 Cumulative number of Joint Projects approved	DLR #4.3 - 14 joint projects approved	\$1,333,333	IVA Report #04	\$1,000,000
	DLI4 Cumulative number of Joint Projects approved	DLR #4.4 - 18 joint projects approved	\$1,333,333	IVA Report #05	\$1,000,000
DLI 5	Aggregated expenditure percentage of approved Joint Projects	DLR #5.1 - Aggregated expenditure percentage of approved Joint Projects			\$500,000
		DLR #5.2 - Aggregated expenditure percentage of approved Joint Projects			\$500,000
		DLR #5.3 - Aggregated expenditure percentage of approved Joint Projects	\$ 1,500,000	IVA Report #06	\$500,000
DLI 6	Steps to improve transparency and predictability in the allocation	DLR #6.1 - The Recipient submitted its Transportation Fee reform directive to its Cabinet of Ministers for approval	\$300,000	IVA Report #04	\$300,000
		DLR 6.2 - At least 25% of the annual allocation of TF to VCs is disbursed using the criteria set out in the Program Operations Manual	\$700,000	IVA Report #05	\$700,000
DLI 7	Capacity Building Activities delivered by MoLG based on their Annual Capacity Development Plan	DLR #7.1 - Preparation of a Five-Year Capacity Development plan.	\$200,000	IVA Report #01	\$200,000
		DLR#7.3 - Annual Capacity Development Plan for year 2017 executed.	\$400,000	IVA Report #02	\$400,000



DLI	DLI Indicator	DLR Indicator	(Revised Target) (\$)	Report No	Original Target amount (\$)
		DLR#7.3 - Annual Capacity Development Plan for year 2017 executed	\$500,000	IVA Report #04	\$500,000
		DLR#7.4 - Annual Capacity Development Plan for year 2017 executed	\$400,000	IVA Report #05	\$400,000
Total Amount			\$18,000,000		\$18,000,000

9.9 Results Framework

9.8.1 Assessment of PDO Results

Table 65: Assessment of PDO Results

Indicator	Target	Achieved
PDO Indicator 1: VCs receiving transparent and predictable Annual Capital Grants	Target FY 2016-2017 40% Target FY 2017-2018 50% Target FY 2018-2019 60% Target FY 2019-2020 70%	Partially Achieved FY 2016/2017 61 / (241-34-6) = 30% (confirmed by the IVA) <u>Note:</u> - # VC with pop. Share > 60% = 34 - 6 VCs were promoted to municipalities Achieved FY 2017/2018 122 / (272-44) = 53% (confirmed by the IVA) <u>Note:</u> # VC with pop. Share > 60% = 44 Achieved 173 / (284 -45) = 72.4% (confirmed by the IVA) # VC with pop. Share > 60% = 45 Achieved 178 / (278-45) = 76.4% (confirmed by the IVA) # VC with pop. Share > 60% = 45
PDO Indicator 2: Timely communication to VCs of the formula based Annual Capital Investment Grant (ACIG) allocations and timely transfer of ACIGs to eligible VCs.	Target FY 2017 - Yes Target FY 2018 - Yes Target FY 2019 - Yes Target FY 2020 - Yes	Achieved FY 2017 - Yes Achieved FY 2018 - Yes Achieved FY 2019 - Yes Achieved FY 2020 - Yes



PDO Indicator 3: People benefiting from improved service delivery in Program villages	Target FY 2018 (midterm) 230,000	Achieved FY 2019 (accumulative) (466,704) distributed among eligible VCs (1 st & 2 nd & 3 rd & 4 th rounds) Female % : 49% totaling (228,685)
PDO Indicator 4: Beneficiaries that feel Program investments reflected their needs	Target FY 2018 (midterm) 65%	Achieved 74% of beneficiaries stated that the projects are very relevant to their needs, 16% stated that the projects are somewhat relevant to their needs. 58.3% of beneficiaries stated that the projects are very relevant to their needs, 20.8% stated that the projects are somewhat relevant to their needs. (79.1) Average = $(90 + 78.1)/2 = (84.6\%)$ of beneficiaries stated relevance of the projects to the needs of their own and their communities.
	Target FY 2020 (end term) 75%	90.5% of beneficiaries stated that the projects are relevant to their needs.

Table 66: Assessment of Intermediate Results

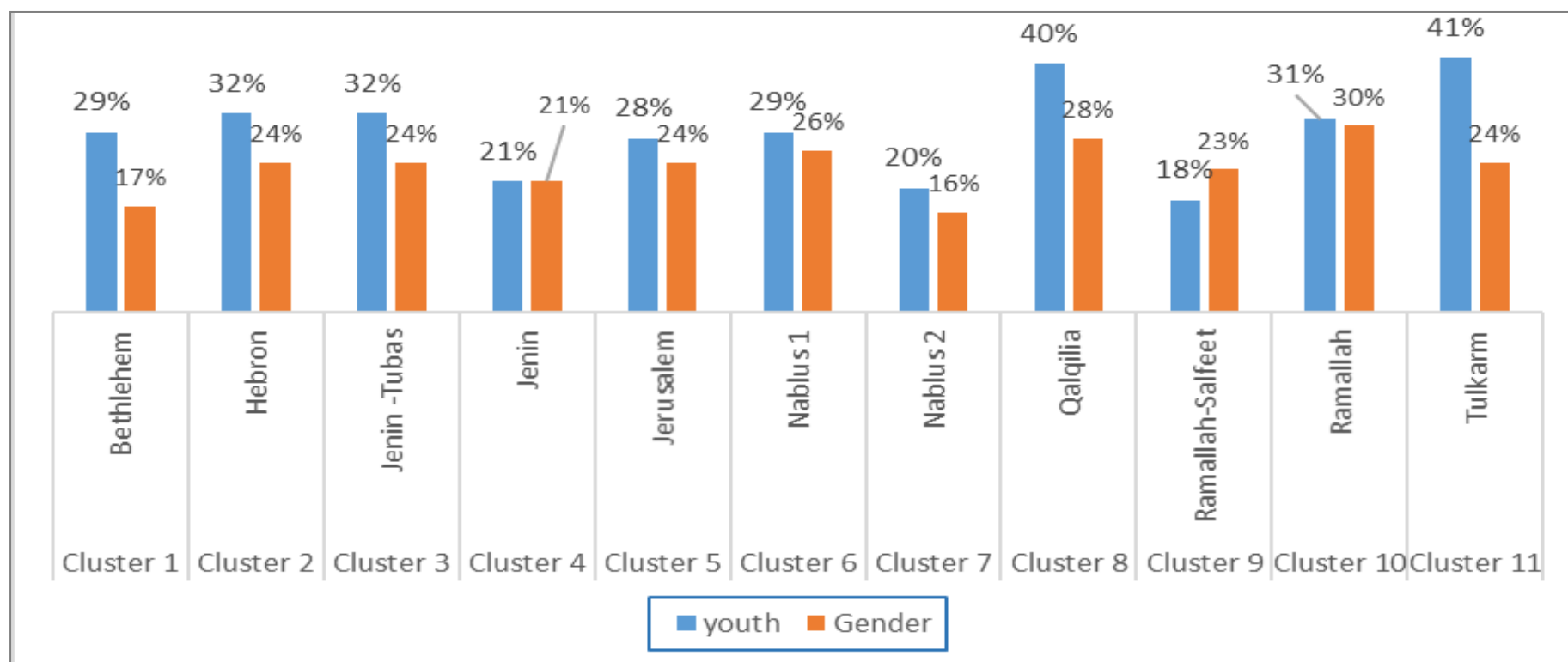
Indicator	Target	Achieved
Intermediate Results Indicator 1: Annual Capital Grant Allocation Formula approved by MoLG	Target FY 2017 Yes Target FY 2018 Yes Target FY 2019 Yes Target FY 2020 Yes	Achieved FY 2017 Yes Achieved FY 2018 Yes Achieved FY 2019 Yes Achieved FY 2020 Yes
Intermediate Result Indicator 2: Steps to improve transparency and predictability of Transportation Fee adopted by MoLG	Target FY 2017 Transportation Fee reform directive submitted for approval to Cabinet of Ministers	Achieved
Intermediate Result Indicator 3: Percentage of VCs submitting their annual budget to MoLG electronically on time and have disclosed budgets publicly	Target FY 2017 30% Target FY 2018 40% Target FY 2019 50% Target FY 2020 60%	Achieved FY 2017 $61/(241-34* - 6**) = 31\%$ Achieved FY 2018 $122/(272-44*) = 53\%$ • Pop share > 60% • Promoted to municipalities Achieved FY 2019 $173/(284 - 45) = 72.4\%$ # VC with pop. Share > 60% = 45 Achieved $178/(278-45) = 76.4\%$ (confirmed by the IVA)



		# VC with pop. Share > 60% = 45
Intermediate Results Indicator 4: <u>Percentage of VCs that have initiated the implementation of their ACIPs in the same fiscal year</u> <u>targets: FY 17-55%, FY 18 – 60%, FY 19- 65%, FY 20 – 70%).</u>	Target by end of 2017 55% Target by end of 2018 60% Target by end of 2019 65% Target by end of 2020 70%	Not achieved FY 2017 (27/61) = 44% Achieved FY 2018 (70 +39)/122 = 89% Achieved FY 2019 137 / 178 = 77% Achieved so far 155/178 = 87%
Intermediate Results Indicator 5: Cumulative number of joint projects approved	Target FY 2017 – 6 projects Target FY 2018 - 10 (accumulative) Target FY 2019 – 14(accumulative) Target FY 2020 – 18(accumulative)	Not Achieved FY 2017 Zero Achieved FY 2018 - 10 (accumulative) Achieved FY 2019 & FY 2020, 35 (accumulative)
Intermediate Results Indicator 6: Number of JSCs qualifying for financing under the Program	Target FY 2017 18	Achieved in accordance to the JSC assessment conducted by MOLG (19 JSC are qualified)
	Target FY 2020 22	Achieved (23 JSCs are qualified)
Intermediate Results Indicator 7: Share of vulnerable groups who participated in ACIP consultations.	Target FY 2018 (midterm review) 30%	In average (29% youth participation and 23% female participation in the ACIP preparation) based on the reports received from the community mobilizers.



Chart 33: Gender and Youth Participation (ACIP 2020)





9.8.2: Achievements against the Results Indicators

Table 67: Output results (component 1)

Sector	Sub-Sector	Unit	2017		2018		2019		2020		Total	
			Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Roads	Roads	Sq.m	49,430	49,430	99,370	99,370	131,728	130,728	145,220	145,220	425,748	424,748
		Km	12	12	25	25	33	33	36	36	106	106
	Drainage (channel)	Lm			1,100	1,100	320	320	22	22	1,442	1,442
	Sidewalks/Shoulders	Sq.m	6,350	6,350	5,030	5,030	290	290	7,190	7,190	18,860	18,860
	Retaining Walls	LM			945	945	1,122	1,122	1,370	1,370	3,437	3,437
	Lighing Units	No	340	340	101	101	1,420	1,100	1,216	1,216	3,077	2,757
Public Facilities	Public Buildings (schools, VCs premices, public halls, clinics, kindergardens...	Sq.m	5,670	5,670	5,330	5,330	4,186	1,686	6,569	6,569	21,755	19,255
	Public parks	Sq.m	700	700	2,700	2,700	3,350	3,350	300	300	7,050	7,050
	Playgrounds	Sq.m	1,600	1,600	3,410	3,410	3,500	3,500	7,000	7,000	15,510	15,510
Water	Weter networks	Lm	1,500	1,500	2,050	2,050	1,550	1,550	11,633	11,633	16,733	16,733
	Water Prepaid meters	No	579	579	1,436	1,436	1,198	1,198	1,450	1,450	4,663	4,663
Electricity	Electricity (Solar cells)	Watt					1,615	1,615	5	5	1,620	1,620
	Solar cells	No.							250	250	250	250
	Electricity Transformers	No.			2	2			15	15	17	17
	Electricity network	Lm			1,350	1,350			5,300	5,300	6,650	6,650
	Electricity Prepaid meters	No.			100	100			976	976	1,076	1,076
Solid Waste	Solid Waste Containers	No			380	380			255	255	635	635
	Solid Waste cars	No							1	1	1	1
Wastewater	Wastewater Networks	Lm			350	350	300	300	568	568	1,218	1,218
Equipment	Computers	No							80	80	80	80
	LCD	No							22	22	22	22
	Spraying machine	No							1	1	1	1
	Medical devices	No							7	7	7	7
	Electric platform vehicle	No							1	1	1	1

Table 68: Output results Component 2

Output Results (Component 2 – Round 1)			
JSCs	Output/Targeted	Output/Achieved	Output Target/Consolidated (Target)
High JSC for Solid waste Management- Hebron and Bethlehem	Supply of industrial machinery and equipment	Supply of industrial machinery and equipment	21 different types of heavy equipment, 6725 solid waste containers in different types A two- story building, of about 230-meter square for each floor
	4 Pickup vehicles	4 Pickup vehicles	
	Different sizes of Solid Waste Steel containers	3350 containers of Different sizes of Solid Waste Steel containers	
	3375 (240 liter) containers	3375 (240 liter) containers	
	3 solid waste collection 8 cubic meter, 3 vehicles 12 cubic meter, 1 Trailer 32 Ton, 2 dumping trucks	3 solid waste collection 8 cubic meter, 3 vehicles 12 cubic meter, 1 Trailer 32 Ton, 2 dumping trucks	
	Water tank and sewage tank	Water tank and sewage tank	
	Garage and warehouse Building with 440 m2 area consists of two floors, hall, reception, maintenance workshop, toilet, store, kitchen, server room, and management offices	A two- story building, of about 230-meter square for each floor, the building consists of maintenance stores and public service center hall at ground floor, and administration offices and one meeting room at the first floors. In addition to rehabilitation of 2000- meter square surrounding yards, including concrete walls, asphalt yards and sidewalks	
	Track Skid loader, Grapple, Wheel Excavator	Track Skid loader, Grapple, Wheel Excavator	
	3 backhoe loaders	3 backhoe loaders	
	Skid steer loader	Skid steer loader	
Multi-Purpose JSC (Planning and Development) in Tubas	solar Photovoltaic system of capacity 500 kWp	Solar Photovoltaic system of capacity 500 kWp	500 Kwp capacity of solar photovoltaic system
JSC for Solid Waste Management/ Salfit	solar photovoltaic system of 293 kWp	Solar photovoltaic system of 293 kWp	293 Kwp solar photovoltaic system, 6 heavy equipment in different types, and construction equipment like (Asphalt Cutter) (Portable Generator) (Welding Machine 200A (CO2 Welding Machine 200A) (Trailer)
	Construction Equipment's for West Salfeet (Masha, Rafat, and Sarta)	Construction Equipment's for West Salfeet (Masha, Rafat, and Sarta)	
	Construction equipment like (Asphalt Cutter) (Portable Generator) (Welding Machine 200A (CO2 Welding Machine 200A) (Trailer)	Hand roller, asphalt Cutter , electrical Generator , welding machines, and Trolley.	



Output Results (Component 2 – Round 2)			
JSCs	Output/Targeted	Output/Achieved	Output/Consolidated (Target)
JSC North Nablus for planning and development	4x4 Pickup Waste Collection Trucks 5 m3 Waste Collection Trucks 12 m3 Electrical platform	4x4 Pickup Waste Collection Trucks 5 m3 Waste Collection Trucks 12 m3 Electrical platform	1 construction 1500m2 and 1 finishing works 1035 m2 schools,
	Finishing Works of Al Haj Oqab Abdi School in Beit Imreen" with 1035 m ² area, consists of 2 class rooms, lab, management, and staff room, first aid room, office for social worker, kitchen, sanitary unit, 5 classrooms, and library.	Finishing Works of Al Haj Oqab Abdi School in Beit Imreen" with 1035 m2 area, consists of 2 class rooms, lab, management, and staff room, first aid room, office for social worker, kitchen, sanitary unit, 5 classrooms, and library.	4 heavy equipment's different types, and 845 solid waste containers in different types
	555 plastic containers 240 liters, 290 steel containers 1.0 cubic meter	555 plastic containers 240 liters, 290 steel containers 1.0 cubic meter	Finishing Works of Al Haj Oqab Abdi School in Beit Imreen" with 1035 m2 area, consists of 2 class rooms, lab, management, staff room, first aid room, office for social worker, kitchen, sanitary unit, 5 classrooms, and library.
	Construction of new vocational school with 1500 m ² , 910 m ² for building consists of 3 workshops, mobile applications, smart technology, construction and survey, 2 class rooms, teacher room, kitchen, canteen, secretary and headmaster rooms, security room, accounting, store room, toilets. Playground and green area.	Construction of new vocational school with 1500 m2, 910 m2 for building consists of 3 workshops, mobile applications, smart technology, construction and survey, 2 class rooms, teacher room, kitchen, canteen, secretary and headmaster rooms, security room, accounting, store room, toilets. Playground and green area	Construction of new vocational school with 1500 m2, 910 m2 for building consists of 3 workshops, mobile applications, smart technology, construction and survey, 2 class rooms, teacher room, kitchen, canteen, secretary and headmaster rooms, security room, accounting, store room, toilets. Playground and green area
Qalqilya /Middle JSC for planning and development	Electrical Platform and 21 cubic meter waste collection Truck	Electrical Platform and 21 cubic meter waste collection Truck	2 heavy equipment different types
JSC for Solid Waste Management/ Tulkarm	2 backhoe loaders, 2 solid waste 12 m3 truck, and carton solid waste 8 m3,	2 backhoe loaders, 2 solid waste 12 m3 truck, and carton solid waste 8 m3,	5 heavy equipment in different types, 568 solid waste containers in different types, 500 spare parts, and rehabilitation of 1000 m2 landfill facilities
	200 plastic containers, different sizes of steel containers	200 plastic containers, different sizes of steel containers	
	Rehabilitation of landfill facilities with 1000 m ² are including Asphalt, base course, water tank, workshop for maintenance, solar panel.	650 m2 Asphalt yard, 3 catch basin, 260 m2 concrete slabs on ground, 200 m2 workshop, 132 m2 washing area, 1 caravan, 5 m3 water tank, solar photocell and others	650 m2 Asphalt yard, 3 catch basin, 260 m2 concrete slabs on ground, 200 m2 workshop, 132 m2 washing area, 1 caravan, 5 m3 water tank, solar photocell and others
JSC for Solid Waste Management/ Bethlehem	SOLID WASTE COLLECTION TRUCK WITH COMPACTOR ROTOPRESS 14 M3. 2 SOLID WASTE COLLECTION TRUCK WITH COMPACTOR: 8 M3. SOLID WASTE TRANSFER TRUCK - HOOK LIFT 18 TONS GVW WITH PORTABLE GRAPPLE CRANE AND DUMPING BOX FITTED ON A HOOK LIFT MECHANISM Small tippers vehicle. Solid waste Collection Compactor Truck 3m3.	SOLID WASTE COLLECTION TRUCK WITH COMPACTOR ROTOPRESS 14 M3. 2 SOLID WASTE COLLECTION TRUCK WITH COMPACTOR: 8 M3. SOLID WASTE TRANSFER TRUCK - HOOK LIFT 18 TONS GVW WITH PORTABLE GRAPPLE CRANE AND DUMPING BOX	7 heavy equipment, 2985 solid waste containers in different types, and rehabilitation and extension works of JSC headquarter building SOLID WASTE COLLECTION TRUCK WITH COMPACTOR ROTOPRESS 14 M3.



	4x4 Pick up Vehicle	FITTED ON A HOOK LIFT MECHANISM Small tippers vehicle. Solid waste Collection Compactor Truck 3m3. 4x4 Pick up Vehicle	2 SOLID WASTE COLLECTION TRUCK WITH COMPACTOR: 8 M3. SOLID WASTE TRANSFER TRUCK - HOOK LIFT 18 TONS GVW WITH PORTABLE GRAPPLE CRANE AND DUMPING BOX FITTED ON A HOOK LIFT MECHANISM
	2985 solid waste containers different types' steel and plastic.	2985 solid waste containers different types	Small tippers vehicle. Solid waste Collection Compactor Truck 3m3.
	Extension and rehabilitation of existing JSC head quarter, excavation, concrete, steel, electrical, mechanical, maintenance, plastering, tiling, painting, works superior lift etc...	Extension and rehabilitation of existing JSC head quarter, excavation, concrete, steel, electrical, mechanical, maintenance, plastering, tiling, painting, works superior lift etc...	4x4 Pick up Vehicle Extension and rehabilitation of existing JSC head quarter, excavation, concrete, steel, electrical, mechanical, maintenance, plastering, tiling, painting, works superior lift etc...
	Supplying of spare parts for heavy equipment	Supplying of spare parts for heavy equipment	Spare parts for heavy equipment
	Supplying of tools for vehicles maintenance	Supplying of tools for vehicles maintenance	Tools for vehicles maintenance
	Supplying of plastic solid waste containers	Supplying of plastic solid waste containers	850 plastic 240 liter
	Mobility Vehicle for JSC	Mobility Vehicle for JSC	1 pickup

Output Results (Component 2 – Round 3)			
JSCs	Output/Targeted	Output/Achieved	Output/Consolidated (Target)
JSC for Solid Waste Management/Nablus Governorate	2 (4x4 Pickup) 2 Waste Collection Trucks 21 m3 2 Waste Collection Trucks 12 m3 3 Waste Collection Trucks 8 m3 1 Grapple Crane	2 (4x4 Pickup)	10 heavy equipment vehicles in different types, 10,200 solid waste containers and
	10,200 solid waste containers in different types		Parking area for solid waste and JSC vehicles about 1700 m2
	Parking area of about 1700 m2		
JSC for planning and development for west villages/ Ramallah (Ne'lin)	"Supplying Electrical platform, 2 Backhoe loader, 2 street sweeper and (Ramallah)		
	Supply and install central server	Supply and install central server	5 heavy equipment in different types, central server ,
	Cut asphalt, Kongo, etc....	Cut asphalt, Kongo, etc....	small equipment, 3962 of 240 liter plastic containers
	2100 plastic solid waste containers	3962 of 240 liter plastic containers	



9.9 Obstacles and Challenges

Obstacles faced during annual planning can be summarized as follows:

- Most residents were busy with their work, thus were unable to find the necessary time for meetings. This meant that meetings were only carried out during weekends or at night, limiting the public participation in developing the plan, specifically affecting women and youth from participating.
- Short-period limited the ability to carry out a major community mobilization, which was necessary to increase the participation of citizens.
- Limited skills by the staff of village councils in different areas of capacity, including skills to draft, utilizing tools for disclosure, ability to conduct meetings, describe projects...etc. All of which meant higher reliance on consultants.
- Challenges in coordination between various public departments at the ministry, donors, as well as MDLF.
- Lack of staff meant to aid the coordinator in logistics.
- Standard Bidding Documents (SBD) are not ready yet, however, the MOLG in cooperation with the world bank update forms and those will be used until the SBDs become ready.
- Long process in identification and appraisal of the joint projects.
- The implementation of the projects was subject to substantial delays due to Covid 19 pandemic.



Annex 1: LGSIP Evaluation



First: BIA – End term Evaluation (All LGSIP components) – assessment at the demand level

The Arab World for Research and Development (AWRAD) was commissioned by MDLF to carry out an end-line beneficiary impact assessment (BIA) of the LGSIP. The objectives of the BIA are the following:

1. Assess the relevance, efficacy, efficiency and sustainability of the LGSIP interventions from the beneficiaries' perspectives, and the beneficiaries' level of awareness, participation and ownership, in addition to the transparency and accountability of the project;
2. Document the good practices and lessons learned from the program implementation;
3. Formulate recommendations for future projects.

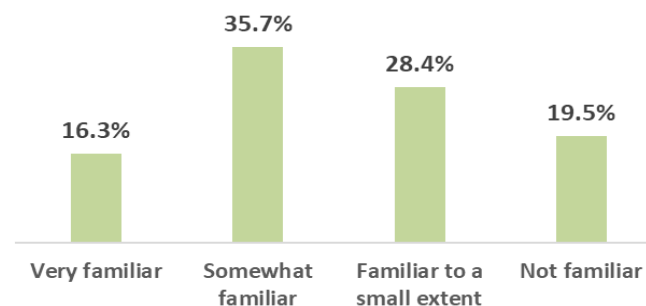
More specifically, the results of the BIA focused on the following fields of inquiry:

1. Assessment of the degree of beneficiaries' awareness of LGSIP interventions;
2. Assessment of the beneficiaries' perceptions of the relevance of LGSIP interventions to the community needs and priorities;
3. Assessment of the beneficiaries' perception of the nature and the quality of the delivered outputs, which include physical infrastructure projects under Component 1 and joint projects under Component 2; and capacity development interventions under Component 3.
4. Assessment of the degree of beneficiaries' satisfaction from these interventions;
5. Assessment of beneficiaries' perception of the efficiency of implementation;
6. Assessment of the beneficiaries' perceptions of the interaction between VCs and their citizens and the transparency of the VCs in projects identification and implementation;
7. Assessment of community engagement and efforts to enhance communication and public awareness-raising efforts;
8. Assessment of the level and nature of the consultation with the community regarding the selection of the projects and existing feedback mechanisms.
9. Assessment of the effectiveness and leverage of the capacity building component at the institutional and the local community.

Analysis of Findings:

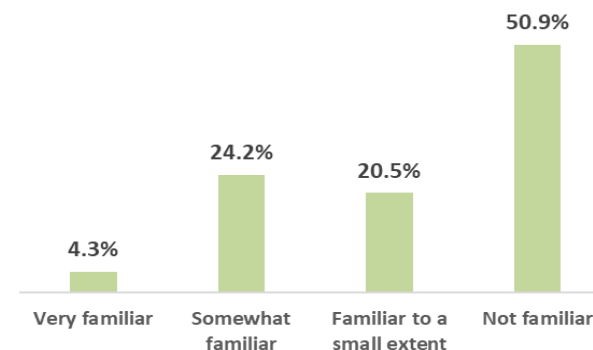
Familiarity with the project

- A vast majority of the community members-beneficiaries were familiar with the project **(80.4%)**,
- Males are more familiar with the project than females: **(84.5% Males and 76.7% Females)**
- The community members were more familiar with single village project than JSC projects **(86.8% Single , 70.2% Joint)**



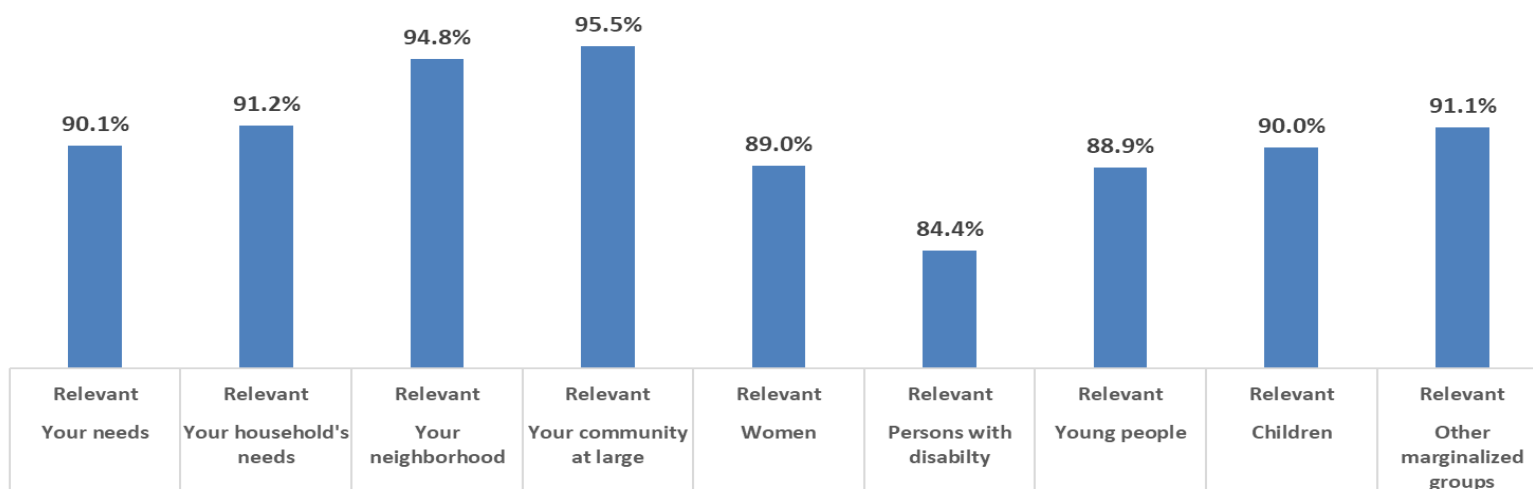
Familiarity with the LGSIP

- The majority of the beneficiaries **(50.9%)** reported that they are not familiar with the LGSIP project.
- Males reported significantly higher level of familiarity than females, **(55.3% Males and 43.2% Females)**
- The beneficiaries who have benefited from single village projects were more familiar than beneficiaries benefited by JSC level project **(55.3% single , 43.2% Joint).**





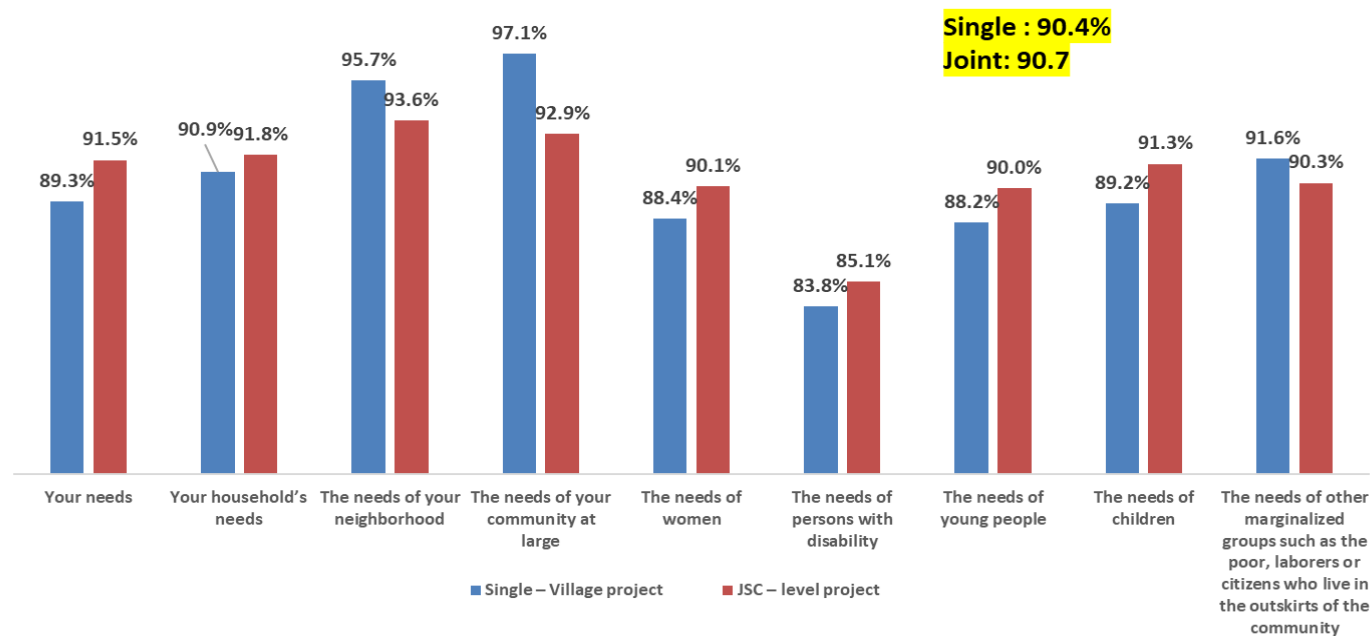
Relevance of the Interventions



- The community members reported a high degree of relevance of the interventions.
- There is no significant gender variance regarding the relevance of the project.
- The vast majority of the FGD's participants and the KIs reported that the implemented projects are highly relevant to their needs and priorities.
- Males and females are equally satisfied with the relevance of supported projects.



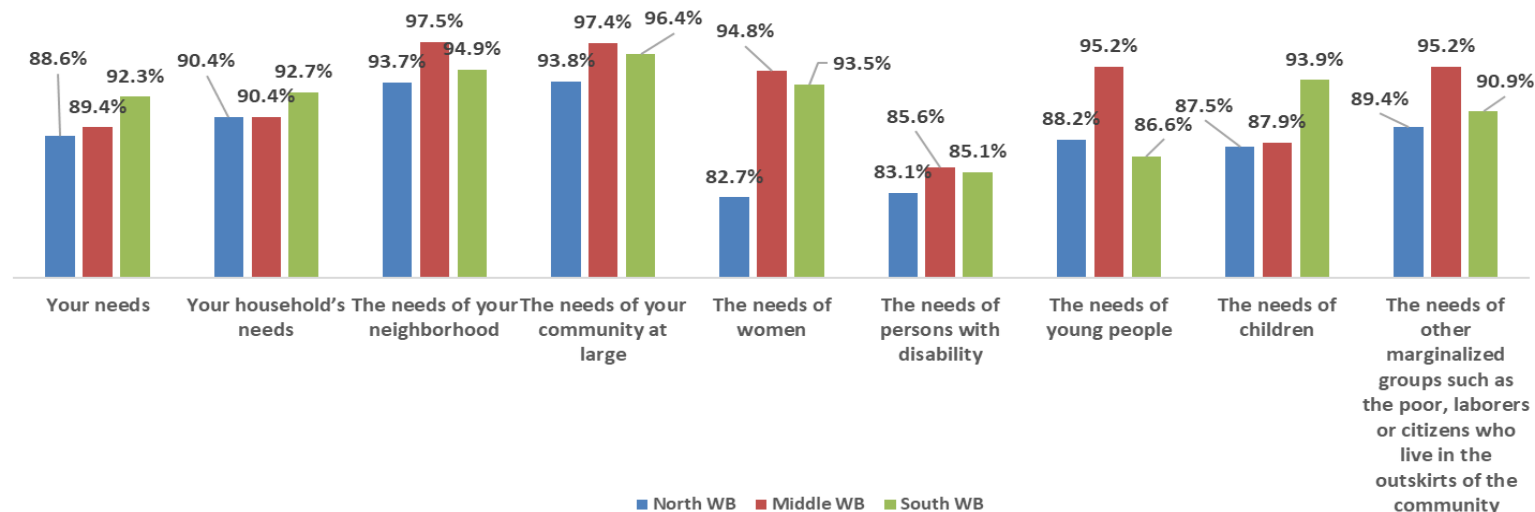
Relevance of the Interventions



- There is **no significant variance between (Single VCs Projects) and (Joint Projects)** regarding the relevance of the project .



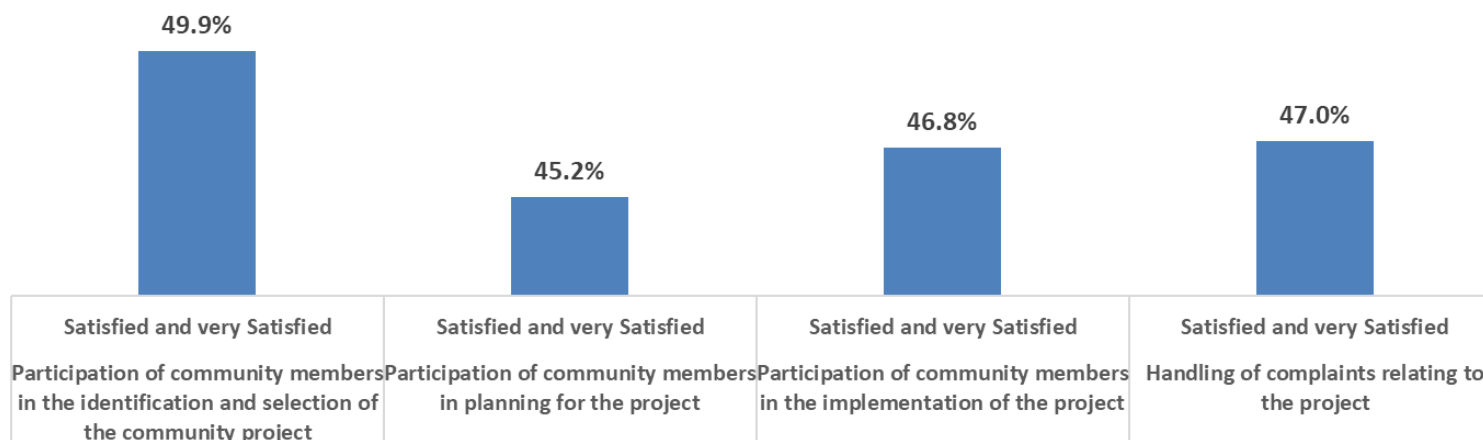
Relevance of the Interventions



- There is **somehow geographical variance between** regarding the relevance of the project especially (the relevance to women's needs, the relevance to Youngs' needs, the relevance to children's needs).
- The overall results show that the majority of citizens and KIs are satisfied with the impact of the implemented projects. This, however, should not be constructed as consensus, where a significant minority expresses dissatisfaction with accessibility, coverage and quality.



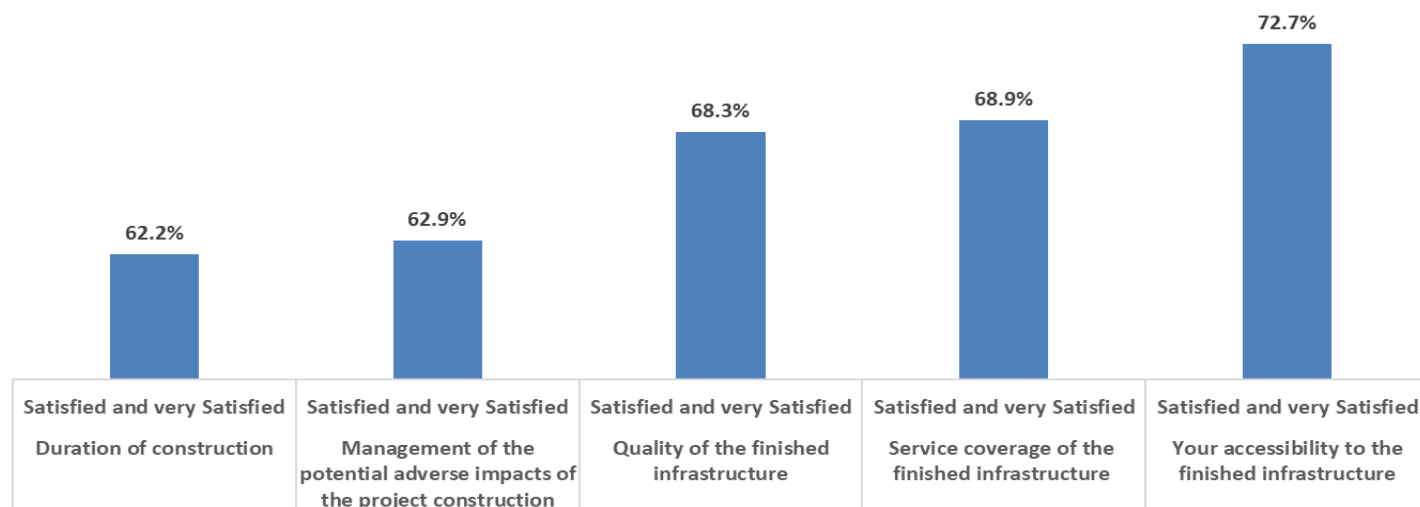
Satisfaction with Community Engagement regarding the Projects Provided



- Beneficiaries reported significantly **higher level of participation satisfaction** in North West bank than other regions.
- The participants feel more participation satisfaction with **single village** projects than **JSC projects**.



Satisfaction with Implementation/Construction of Community Infrastructure

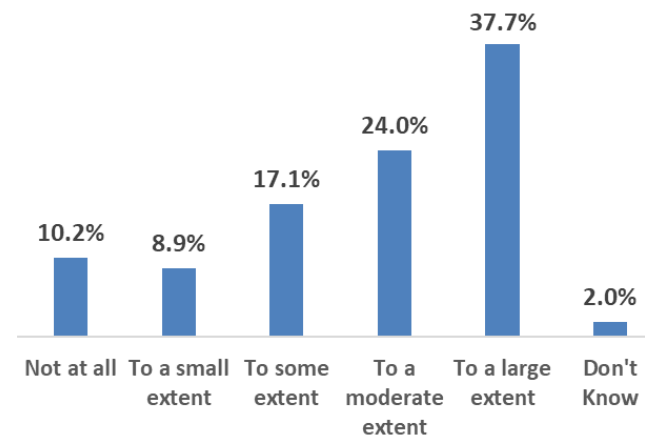


- Males (64.8%) reported higher levels of satisfaction than females (59.8%) with the implementation duration.
- Beneficiaries reported higher levels of satisfaction with the duration for the single VC projects than Joint projects (69.60%, 50.10%). (the duration is correlated to the cost, where the joint projects cost more than single VC projects)
- Moreover, the satisfaction level on accessibility to finished infrastructure in Middle West Bank is higher than other WB regions.



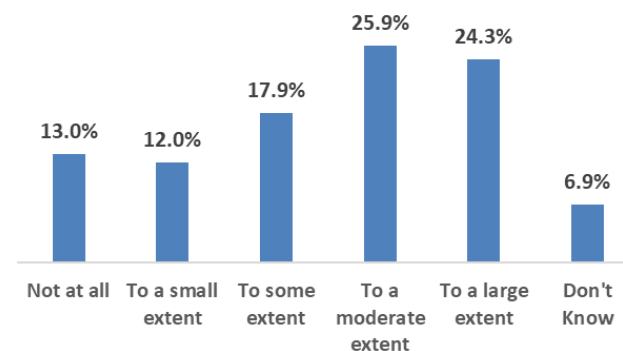
Utilization

- The majority of participants (87.7%) continued to utilize the infrastructure and 10.2% did not.
- (89.2%) said that the developed infrastructure is still in a good condition.



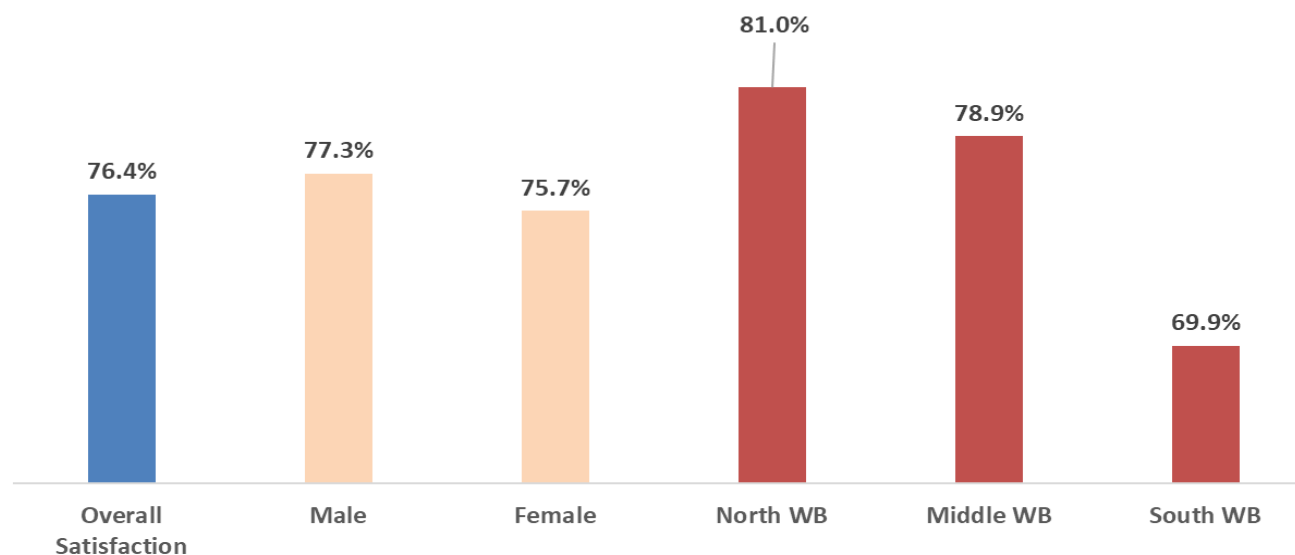
Maintenance and sustainability

- 80.1% of community members said that the VCs continue to maintain the developed infrastructure





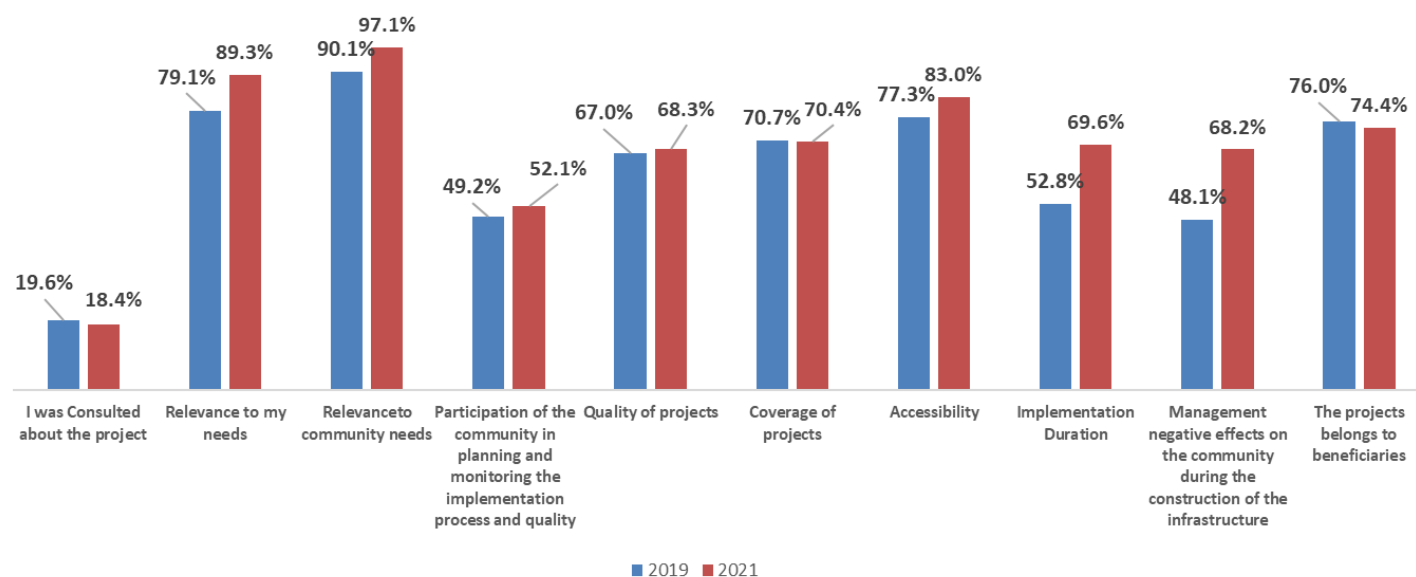
Overall Satisfaction



- The vast majority (**76.4%**) of beneficiaries feel satisfied with the implemented project, (47.7%) satisfied and (28.7%) very satisfied.
- **Minor differentiation** in the level of satisfaction between **males and females** (77.3% males, 75.7 females).
- **Southern WB** recorded less satisfaction levels among other regions.



Comparison 2019 Vs 2021



- Noticeable increase in beneficiaries satisfaction regarding the relevance, accessibility, the management of negative impacts during implementation, and the duration of the projects (2019 Vs 2021).
- Minor increase in satisfaction levels regarding the participation of community in planning and monitoring and the quality of the projects/services.
- No change regarding the satisfaction of being consulted process about the project.



Conclusion:

- **Low level of awareness and engagement.**
- **High levels of relevance of the projects to the households and community.**
- **Assessment of relevance is impacted by the nature of the projects and their visibility and perceived utility to all citizens, where public utilities (e.g., roads, sewage systems, public parks) are still more popular among citizens compared to less visible projects (equipping kindergartens and youth clubs).**
- **High levels of satisfaction regarding the utilization and the physical status the projects, i.e (being in good conditions).**
- **The largest gendered-differences in beneficiary perceptions are related to the issues of knowledge and being part of the consultation and decision-making process around the interventions.**
- **A majority of beneficiaries are not satisfied with either the scope or inclusiveness of the project planning and implementation process, particularly with the low levels of inclusion in the process of women and PwDs.**
- **The satisfaction of the participants of the capacity building trainings are high, these trainings focused on budgeting processes, planning, efficient use of the available human and financial resources.**
- **There are somehow differences in satisfaction levels between (Single VCs projects and Joint Projects) regarding the engagement and duration.**

Second: Technical Audit and Usability Assessment

Scope and Approach

- 15 representative joint projects were subject to technical audit and usability assessment under (Round 1 and 2).
- An outsourced consultant was contracted to conduct the assessment.
- The approach was based on the following:
 - **Selection of the sample**
 - **Preparation of technical inspection sheets**
 - **Performing KIIs with key stakeholders**
 - **Conducting field visits to the selected sample of projects**
 - **Documentation through photos**
 - **Review of sub-project files**



Findings

- The sub-projects have, to an acceptable level, achieved the outputs towards improving the level of services.
- The LGSIP is a program that gave evidence that the role of the JSCs is important and could be more sustainable.
- The role of the JSCs is improved.
- The level of knowledge on procurement guidelines project management is improved among all suppliers as well.
- The supply and install of the Photovoltaic Systems are impressive to produce and cover part of electrical needs and revenues for the benefited villages.
- The Auditor believes that the SW projects contributed to solve environmental problems.
- A number of the machines like rollers, sweepers and others are not fully operational like in Bethlehem and Salfit. They were used when needed which was not full time. This is a good opportunity and possibility of renting them to the private sector and the other village councils to get revenues.
- The JSCs, in certain locations, did not follow and monitor the subprojects efficiently and on a daily basis, this is due to the fact that almost all JSCs lack of proper staff and level of experience and quality.
- The associated cost for O&M plan covering the periodic was not affordable by the low-income village council beneficiaries. (To improve the results, MDLF adopted the Life Cycle Costing Principle in round three of the LGSIP as an initiative towards better identification of the running costs).



- The JSCs successfully managed the time and almost all machinery/equipment were delivered in time. However, there are a couple of cases of justified delays mainly for the COVID-19 restrictions and delays associated with the customs in the ports and other cases connected to suppliers' delays.
- The final cost of the delivered machinery was within the allocated budgets the prices were normal and within the market prices and estimates.
- There was a compliance with the Environmental requirements. Both Euro 6 Diesel Emissions Standards in addition to stage IV and V emission standards for non-road mobile machinery were insured.
- MDLF procurement guidelines were adopted and fully applied by all JSCs in terms of selection of tendering modality following the thresholds for both goods and works. Documentation of procurement was satisfactory with good filing.
- There was a good level of quality control through preparing a long technical control check list that was prepared by the Consultant in compliance with the specifications and connected tender documents



SECTION THREE: SUCCESS STORIES





Al Qarara Municipality's Experience with GVCD

- Al Qarara Municipality is located in the southern east of Gaza, with a total population of 30,000, in which 19860 resident lives in the vulnerable communities consisting 66.2% of Al Qarara population. Our experience with GVCD is differ than all other programs and initiatives we have implemented in the past. It was very successful and full of lessons that we will build on and expand in the future... the following are the main focuses of our work:
- 
- Before we go into our present experience with this program, let us go back a few years, to the time when the municipality received fund to increase civic participation in 2013, the program focused on training delivery and organizing workshops to raise community awareness, this wasn't enough to satisfy citizens, they wanted to see real change in their communities and their needs fulfilled, so the gap between citizens and municipalities increased
 - By examining GVCD details, activities and implementation, we were confident that the project could bring actual change in the community, dispelling fears, narrowing gaps, and restoring trust between the municipality and the citizens, reaching this goal wasn't easy, especially given the seriousness challenges the municipality have faced due to the continued siege and political split among the Palestinians in Gaza and West Bank.
 - During implementation we have seen the positive impact of participatory work began to be evident and significantly reduced the gap between the municipality and the citizen; true, it did not reach 100%, but we will continue to follow this path. GVCD insisted applying the approach to empower the local communities and vulnerable groups to identify their needs and priorities, and even participate in implementing projects, this is new to municipal work, as we have seen it contributed to the success of the projects in all sectors include: Paving Shuaibat Road, construction of a water desalination plant, development of a solar-powered water well, lighting crossroads with solar energy, and installing waiting stations.
 - GVCD also supported implementing community initiatives, which were developed and by the local communities to supply plastic containers for household waste and furnishing a multi-purpose hall, our fear of failure gave way to confidence in success, and the citizen became a crucial partner in success and sustainability. The most significant thing with the community initiatives the community and local committee decided on the most



important needs , they were responsible to develop the proposal , plan , time schedule , prepare financial cost , and they participated in the implementation . The committee was effective in communication with people , convey their complaints to the municipality officials , you can imagine a community that takes the initiative that respond to suit the needs , and then the community comes together to support such activities. Its community is then made aware of its direction in order to put it into action.

- The local committee has shown understanding of the challenges that are facing the municipality and they were close to the reality of municipal work which is reflected in their relation and communication with the municipality , they played considerable role to improve the communication between citizens and municipality , as people used to complain on the shortages and deficit of municipal services, now this is fully dissipated, so we can claim and confirm that the gap has narrowed significantly and confidence has grown, and we are now working to strengthen relationship. On the hand , the municipality realized the great benefits to involve the citizens and share with them our plans and projects , we stand with the committee and support them to include members from all Al Qarara neighborhoods include females and people with disability , to reinforce the principle of community participation and institutionalization civic participation .
- Finally, we, as a municipality, are proud of this experience, which we will build on and develop to ensure justice in the distribution of services, as well as continue support the committee with new energies from young people, influencers, and community activists to work in community service, while emphasizing the importance of women's participation in that their percentage in representation is not less than (30-40%), the community include all groups plays a significant role in the renaissance and development of AL Qarara.



Kisan School Case Study

“It always seems impossible until it’s done” - Nelson Mandela

Kisan is a small Palestinian village located in the south of Bethlehem city with a population of around 800 people. Kisan, as many other Palestinian villages, is classified within Area C, where the Israeli authority has near-total control according to the 1995 Oslo Accord. The children in the village are forced to attend an underdeveloped and inadequate school with scarce educational resources because of the restricting construction regulations placed by the Israeli authorities. Therefore, depriving them of their basic human rights. The village’s projects committee with the help of the SDC and the MDLF sought to find a permanent solution that took form in a project to provide a sufficient educational institution. After various meetings and relentless persistence from the community members, the project was launched in January 2020.



Despite the numerous Israeli attempts to hinder the construction process by issuing three demolition notices, confiscating construction tools, and detaining workers, the villagers stood their ground against all the odds and completed the project in August 2021. One of the village officials expressed the importance of this project when he stated, “The new school project will go down in the history of the village as the most important project to be conducted over the couple of years.” He also added, “This project is like the heart’s arteries pumping life into the village.” And after a long journey paved with hardships, Kisan’s new school is ready to open its doors for the joyful bright-eyed children on



September 12th, 2021. Thus, proving that hard work and determination pay off even if your goal seems unattainable. Kisan’s school has hosted the village’s children for the past 20 years, and despite being an adored site by all the children, it does not meet the basic requirements to be a learning establishment, as it was originally built as caravans and warehouses.

This is illustrated by the lack of spacious classrooms to accommodate the students, a proper schoolyard, and educational material resources. One of the problems the students face is the classrooms being overcrowded, thus,



affecting their overall attentiveness and engagement. Another major problem the students face is the lack of a schoolyard, as they are forced to play and hold activities in the street. This is extremely dangerous because the children are subjected to extreme weather conditions and harassment from Israeli settlers making the children put their safety on the line. In an interview with one of the school's teachers, the teacher pointed out the lack of material resources in the school such as computers and LCD equipment. This can negatively affect the children's learning experience and the quality and effectiveness of teaching. However, despite all the negative aspects of the old school building, the children remain motivated to unleash their full potential with enthusiasm overtaking their little bodies. Following the initial plan for this project due to the community's high demand, the construction of the new Kisan School was completed in August 2021. A member of the joint service council stated that the workers had to work day and night and during the holidays to finalize the construction of the school. Taking into consideration the flaws that the old building suffered from, the new school building was constructed to be a well-rounded educational institute.

The new school consists of numerous bigger classrooms to accommodate around 160 children. That can leave a positive effect on their school performance and the quality of learning. It also includes a safe schoolyard where the children can play and hold extracurricular activities without worrying about their safety and possible harassment from settlers living in the surrounding Israeli settlements. This project received positive feedback from the children, their parents, and the teachers. Kisan's students showed great excitement over the new school. A teacher in the school stated, "The students are extremely enthusiastic to attend a bigger and better school" .

To celebrate the completion of this project, the school principal said he would let the children come to the first day of school in their festive Eid clothes. Regardless of the various obstacles the Israeli regime put in the way of this project, from confiscating construction tools, arresting workers, restrictive regulations, and opposing Israeli demonstrations, the project defied all the odds and became one of the village's greatest accomplishments.



Lighting Units Light up "Susiya Archaeological Village" and Protect its Land

"The lives of the residents of the village have been turned upside down after their streets were illuminated in Khirbet Susiya, south of Hebron, and the residents' feeling of safety and their attachment to their land, most of which is controlled by the Israeli occupation, increased." With these words, the head of the village council of Khirbet Susiya, south of Hebron, described the residents' joy over the project of installation of lighting units in the area.

Khirbet Susiya, located south of Hebron city, inhabited by about 300 people, is considered one of the Palestinian villages with primitive capabilities. Most of its housing are under threat of demolition by the Israeli authorities, facing relocation challenges, and are prevented from the establishing infrastructure projects, especially the electricity network which is the backbone of the lives of its residents. They mainly depend on electric generators for energy, which many residents do not own.



However, the insistence of the people of village to survive and to challenge the bitter reality was stronger than the occupation, as they succeeded in obtaining support from the Swiss Agency for Development and Cooperation through the Municipal Development and Lending Fund as part of the Area C Development Program, for a modest project that would provide the village with electricity through the installation of 85 lighting units.

In early April 2020, the implementation of the project began on the ground, after obtaining the necessary support for its implementation at a cost of EUR15,375. The project contributed to improving visibility at night for the people of the village, providing a sense of safety at night through the lighting units which help citizens avoid the risks that may result from not being able to see the outside surroundings at night, and confront the attacks of settlers.

In turn, the head of the village council, Mr. Jihad Al-Nawaja, expressed their happiness with the project, explaining that the village lacks infrastructure such as water and electricity, the village was in complete darkness during the last period due to unavailability of power service, and that the project is a glimmer of hope for the residents in the area, as this segment of the Palestinian society was marginalized and stripped of their rights by the occupation for many years. However, Susiya's experience with the project of installing lighting units created a quantum and remarkable leap that the people could sense.

The Municipal Development and Lending Fund, in cooperation with donor partners supporting Area C led by the Swiss Agency for Development and Cooperation, hopes to implement more environmentally friendly projects, which contribute to promoting the resilience of the inhabitants of marginalized areas threatened by the Israeli occupation.